PRINTERS'

A JOURNAL FOR ADVERTISERS 185 Madison Avenue, New York City

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New York, May 30, 1929

Mechanical Brains

THE first National Cash Registers appeared nearly fifty years ago. They rang a bell and displayed the amount of the sale. They were the mechanical marvel of the time. People said, "What will the inventors do next?"

Almost every day of every year since then, National Cash Register inventors have done something to improve this device. Today the super models of this machine record all the important details of each store transaction, and chronicle the vital conditions of the business in instantly visible form.

The improvement of the cash register goes steadily on at Dayton, but in addition the company, broadening its service to business, is producing record-keeping machines for every business need-National accounting machines: bank posting machines: analysis machines: fare registers for motor coaches and interurban cars; credit authorizing systems; special registers for filling stations.

Every function in the handling of money or the keeping of records is performed by the products of The National Cash Register Company.

Continuously, for the past eighteen years N. W. Ayer & Son has participated in the advertising councils of The National Cash Register Company.

N. W. AYER & SON

WASHINGTON SQUARE, PHILADELPHIA

NEW YORK DOSTON CHICAGO

In "AGROPOLIS"

They read on the farm, but they buy where other folks buy



FENCES are used around farms to keep poultry and stock from straying . . . not to keep people from leaving the farm.

Today the farm family goes to town to buy and makes the trip in minutes. Several trips a day are nothing to worry about. Distance means little . . . thanks to good roads and five million farm-owned motor cars. The place where your merchandise is sold is as accessible to farm folks as it is to the city family.

You can sell your goods to AGROPOLIS people through the papers AGROPOLIS reads . . . Standard Farm Papers. Fifteen non-duplicating publications. Published locally—edited locally. Each a leadership "newspaper" for the farm home.

Your sales problem is national—but your dealer's is always local—The Standard Farm Papers meet both!

Hoard's Dairyman The American Agriculturist The Wisconsin Agriculturist The New Breeder's Gazette Pennsylvania Farmer The Prairie Farmer Ohio Farmer Wallaces' Farmer The Progressive Farmer Pacific Rural Press The Nebraska Farmer Kansas Farmer Missouri Ruralist The Farmer, St. Paul Michigan Farmer

The STANDARD FARM UNIT

One order-one plate-one bill

WALLACE C. RICHARDSON, General Manager
CHICAGO
Courtney D. Froeman, Western Manager
307 North Mithigan Avenue
Willard R. Downing, Eastern Manager
350 Park Avenue

San Francisco, 1112 Hearst Building

Issu Pub June Voi

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PRINTERS' INK

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NEW YORK, MAY 30, 1929

15 Points to Check in Picking an Advertised Leader

An Analytical Approach to the Problem of Selecting That Member of the Family of Products Which Is to Be Featured in the Advertising Campaign

By H. S. Gardner

President, Gardner Advertising Company President, Twinplex Sales Company

IF it were possible to evolve a formula for selecting from a manufacturer's line the most suitable item or items to be advertised, it would be very simple to make the right choice. All that would be necessary with such a formula as

a guide, would be compare the qualifications of the manufacturer's different products with the requirements of the formula and select the product with the highest score.

Unfortunately, the job isn't so simple as that. Yet every product which is considered for advertising should be measured by some yardstick and its qualifications determined accordingly. Once this is done the job becomes one of

judgment. No one but the manufacturer interested can evaluate the importance of each qualification in the situation confronting him. To one manufacturer a certain qualification would be vastly more important than the same qualification would be to another manufacturer. That's where the matter of judgment comes in, and where any set formula would fall down.

Any score sheet used in determining the qualifications of a product should rate the product on the following points, and probably others peculiar to the individual

business:

T isn't possible to devise a formula which will furan accurate answer every time the question is asked: What item in our line shall we pick to be played up in our advertising?

What may be done though is to compile a list of the features which a product ought to possess in order to be entitled to the privilege of being the advertised leader for the family of products. Then each product in the line may be checked against that list.

Mr. Gardner has compiled such a list.

- 1. Margin of profit.
- 2. Price.
 3. Potential market.
 4. Competition.
 5. Production facili-
- ties.
- 6. Dealer attitude.
 7. Consumer attitude. 8. Need for educa-tional work.
- 9. Frequency of pur-
- chase.
 10. Uses for product.
 11. Suitability for
- exploitation. Timeliness
- 13. Individuality.
 14. Novelty.
 15. Prestige.

 Generally speaking, most manufacturers would regard ample margin as a prerequisite to successful advertising.

This is recognized in the well-known "Three M" formula—that to achieve success in advertising one must have a combination of Money, Margin and Man.

One cannot, however, blindly follow this rule, for there are other considerations which sometimes outweigh margin in importance.

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The product in a line which has the smallest margin of profit may have other qualifications which make it more desirable as a leader than a product which has a large margin of profit. Popularity, low price, frequency of use and even novelty may be more important than margin of profit in selecting a product which, through advertis-ing, is to open the doors of dealers and consumers to other products in the line. Retail dealers recognize this when they select leaders to advertise at a low price. They sacrifice profits to get customers into the store and their success with this policy proves the wisdom of it.

2. Price always has played an important part in merchandising, and always will, notwithstanding the abundance of evidence existing that the American public is extravagant. It is almost axiomatic that the lower the price, the greater the sale. Price must be considered. In deciding what weight to give it, there arises the nice question of the relative value of small profit and large volume, or larger profit and smaller volume.

The Psychology of Price

There also is to be considered the psychology of price. Regardless of how good a judge of values the average American considers himself to be, the fact remains that most persons judge values by price. "If a thing costs more, it must be worth more" is the reasoning most usually applied. In choosing a leader, therefore, it is highly important that price psychology be given proper consideration; also the effect which the price will have, not only on volume, but also on the standing of the manufacturer in the eyes of his public.

3. Potential market is a very important consideration. Seldom is it wise to select for advertising leadership an item with a small potential market. There are, however, circumstances under which a reputation for high quality, exclusiveness, leadership, smartness, and similar considerations are more desirable than a wide market. In such cases this aura of class often

is used to glorify a cheaper and more widely distributed product in the line.

The manufacturers of a well-known razor used this policy very effectively when the price of their razor was reduced. Five dollars was definitely fixed in the public mind as the price of the razor. As such it was recognized as a quality razor. When the price was reduced to \$1 the manufacturer successfully held the \$5 tradition for a considerable time by advertising the new improved razor at \$5. Relatively few of the higher priced razors were sold, yet the advantage of this policy was obvious, as the purchaser, having the \$5 value in mind, looked upon the \$1 razor as a real bargain.

4. Competition often weighs heavily in determining what product to select as an advertised leader. If competitors are strongly advertising a certain product, good business may dictate that another manufacturer should "get on the map" with a similar product. On the other hand, the absence of advertising on a competing article may provide a clear field which offers a strong incentive to pre-empt the market.

5. It is assumed, as a matter of course, that a manufacturer's ability to produce a certain product would be a prime consideration. The probable volume which would result from advertising would have to be reckoned as well as the effect which the increased volume would have on costs.

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Increased production may have a much greater effect on the cost of making one item than it would on another. It might be possible, for instance, to introduce automatic machinery for making or packing one product if volume were sufficient, whereas another product might require hand labor paid on a piece basis—the cost of which could not be reduced materially by volume.

6. Dealer attitude always should be considered. There are certain things which dealers prefer to handle more than others. These are the items which have rapid turnover. The dealer also wants a fair ιđ

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A young fortune in ivory



Woman's hair may be her crowning glory, but a man's teeth are just as important, and better uncrowned! Wherefore Bud Waner scrubs diligently at his fortune in ivory. If perchance he loses any of his snowy grinders, 'twill be from a foul-tip or a flying-tackle—not the decays encouraged by neglect.

Bud is open-minded on the subject of tooth-paste. The family's brand is all right... but Bob Hutchinson is using Wirt's, and says it tastes better. Then there's this new "Dentoss"—maybe he'll get mother to try a tube. Time for a new brush, too; this one's getting soft.

Remember that youth is your progressive party

in the buying market—perennially interested in new things, better ways. A powerful entering wedge to help you sell progressive merchandise. And 500,000 fellows like Bud Waner read THE AMERICAN BOY.

85% of this half-million are of high-school age and older. Whatever your product, swing "boy pressure" behind it in the family buying councils. Show them you appreciate the mansized, man-minded status they have attained, by advertising to them directly in the one magazine they call their own. August forms close June 10th.

The American Boy

Detroit

Michigan

margin of profit. If the product is one on which the price has been cut by the cut-price dealers, it is more than likely to meet with passive resistance, if not active opposition, by the dealer. If the product is one with which the public is familiar and accustomed to using, so that it does not have to be demonstrated, it is a point in its favor.

Present-day merchandising is speeded up tremendously over what it was a few years ago. Except in cases of special agencies or exclusive dealers, selling behind the counter has been reduced to a minimum of effort. The customer asks for what he wants—gets it and goes out. If the clerk is called upon to explain, or if it is necessary for him to use salesmanship to effect a sale, the product is under a handicao.

In introducing a product which requires sales effort on the part of the retail clerk, the manufacturer must first enthuse the store buyer. If he succeeds in doing this, he must either depend upon the buyer to instruct the retail salesman on the selling points of the productwhich he seldom does-or the manufacturer's salesman must do the instructing himself. In either case, a number of days-if not weekspass before the goods arrive, by which time the clerk has forgotten much of what he learned about the product.

Bought But Forgotten

A short time ago I had occasion to interview a large number of retail grocers regarding a new product which recently had been placed on the market. I found any number of dealers who had the product in stock and did not know what it was. At the time these dealers purchased the product it was demonstrated to them, yet in the short time which had elapsed between the placing of the order and the delivery of the goods they had forgotten all that was told them. This may be an extreme case-probably it is-yet it illustrates the importance of choosing, when possible, a leader for advertising which will meet with the least resistance in its flow through the channels of distribution.

7. The consumer is the real customer for whatever product you choose as a leader. Therefore, consumer attitude is of real importance. If the choice of products lies between one which has general acceptance and one for which acceptance will have to be created, the choice becomes easy.

Consumer prejudice and reactions are fearful and wonderful things. If one does not know what his consumers think of his product, he had better find out before he backs it in any major way.

Often pride, habit, love of ease, emulation and several other human impulses control the consumer's reactions to a product more than the obvious merit of the product itself.

Take, for example, the matter of shaving-a daily habit with most men. Very few men enjoy their shaves. To most of them it is a disagreeable and time-consuming necessity. Under such circumstances, one would think that a product which would shorten the shave and relieve it of its painful features would be welcomed by mankind. Unfortunately, this is not always true. Man is inherently lazy. To enjoy the benefits offered by stropping one's blade before shaving, an extra operation is nec-essary. The fact that the one extra operation of stropping actually saves time in the shaving itselfwhich more than offsets the time consumed in stropping-is something difficult for the average mind to comprehend. There remains the bogey of the extra operation. To overcome this mental hurdle requires real advertising and sales ef-

Contrast this with the initial success of a razor which makes it possible to change blades without touching them, and you have ample proof of the fact that human nature is a vital factor in successful advertising. It must be reckoned with and consumer attitude determined before the selection of a product to advertise can be made safely.

(Continued on page 150)

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J. Walter Thompson Company

Through five strategically located offices in the United States and eleven offices in other countries which cover Europe, North and South Africa and South America, we offer advertising agency service which has demonstrated its merit for many of the world's foremost advertisers, several of whom we have served for more than twenty years.

Total population served by these offices is 560,809,000



NEW YORK · Graybar Building · 420 Lexington Avenue

CHICAGO · Wrigley Building · 410 North Michigan Avenue

BOSTON · 80 Boylston Street

CINCINNATI · Chamber of Commerce Building

SAN FRANCISCO · Russ Building



LONDON · Bush House · Aldwych, W. C. 2

PARIS · 12 Boulevard de la Madeleine

MADRID · Pi Y Margall 9

STOCKHOLM · Kungsgatan 39

COPENHAGEN · Axelborg

BERLIN · Schenker Haus · Unter den Linden 39

ANTWERP · 115, Avenue de France

WARSAW · Czackiego 17

ALEXANDRIA · Egypt · 27, Rue Cherif Pacha

PORT ELIZABETH · South Africa · Netherlands Bank Building

BUENOS AIRES · Argentina · 50-60 Calle San Martin

An Expense Account Letter That Didn't Offend the Salesmen

Frankness and Tact Characterize This Letter by Sales Manager of Holmes Products, Inc.

EVERY sales manager occasionally is faced with the problem of expense accounts. There probably are not two salesmen in the United States who could travel the same territory and do the same expense. Every sales executive recognizes this fact and uses considerable discretion in scanning expense accounts.

There is no company, however prosperous, which can condone too great a disparity in salesmen's expenses. The result is that every sales executive at some time or other has to take up this question with his salesmen. Yet it presents one of the most difficult of the problems that a sales manager, with all of his duties, is called upon to

handle.

J. M. Bickel, sales manager, Holmes Products, Inc., recently made an analysis of his salesmen's expenses and found that there was a variation of about \$35 a week on the average between the expenses of the highest man on the force and the lowest man on the force. In making his analysis he excluded railroad and Pullman fares and included only those expenses which would remain comparable among all salesmen. After making his analysis he sat down and wrote a letter to his salesmen. The letter follows:

"One subject any sales manager who has had any field experience himself dislikes to write about is expense accounts. I hate it. "What would you do if you

"What would you do if you were in my place and your treasurer's department put figures on your desk showing a variation in salesmen's weekly expenses—exclusive of railroad and Pullman fare—of \$35 a week?

"Here's the way they ran from January 1st to February 15th, weekly average. Remember, exclusive of railroad fare:

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"I can't tell you where the trouble is. Some men travel less expensively than others, I guess. Don't get me wrong—I don't think anybody is buying any overcoats on expense accounts and neither does anyone else in the home office. If you feel that I'm implying anything like that you haven't the confidence in me that I have in you.

"Nor am I good enough to sit here and say 'this taxi charge is not justified' or 'there is no reason for this day rate' or 'why all this money for tips.' Furthermore, I'm too busy trying to get refrigerators shipped and keep the wheels of progress rolling to spend time checking expense accounts.

"Traveling expenses are a direct charge against the cost of sales. When the day of judgment comes some territories are going to show to better advantage than others. Mr. Plummer has offered a vice-president's cup this year. Shall we make cost of sales one of the factors in the awarding of that cup? (Don't bother answering that question; I think the suggestion is good enough to be adopted.)

"As a matter of fact, I don't care whether you answer this memorandum at all or not. I think we've got one of the hardest hitting, cleanest, finest and most loyal sales organizations any manufacturer ever put in the field. And I think we're all working for the greatest little company and the best president it's ever been anybody's privilege to work for. If I'm right in all this—and I am—all I've got to say is 'use your own judgment.'"

The results were surprising. Al-

Read

Thorough Trading Area Coverage Through One Newspaper!

Build Sales in the All-Year Market!

ADVERTISERS need fear no summer sales slump in the prosperous and stable Milwaukee-Wisconsin market.

Check payments—reliable index to buying activity—for June, July and August average 98.7% normal over a five year paid, exceeding the individual monthly averages for February, May and Out ber. Milwaukee's industrial employment average for all months of the year. And Milwaukee industries are now employing 18% more workers than in May last year!

Make greater sales in Milwaukee offset possible declines in other markets where summer sales efforts are unproductive!

THE MILWAUKEE JOURNAL

M

most every salesman on the sales force wrote a personal letter to Mr. Bickel and he soon had concrete evidence that there was the utmost friendliness about their let-They appreciated the reason behind his attitude and showed an unmistakable willingness to do everything they could to co-operate with him.

His letter is presented to the readers of PRINTERS' INK as an example of an expense account letter which actually accomplished its purpose without creating any hard feeling. It is a frank discussion of the subject and evidently was appreciated by the men as such. No one reading the letter could possibly take umbrage because Mr. Bickel quite cleverly disarmed any possible criticism that could be leveled against him of being too strict in his interpretation of necessary expenses.

While this letter might not work out satisfactorily with a very large sales force, it does show a real grasp of the necessity of handling the expense account situation tactfully yet frankly.

Appointed by New York "World" and "Evening World"

C. W. Flanigan, formerly with the New York Journal, and Lewis M. Rus-sell, formerly with the New York American, have joined the national ad-vertising staff of the New York World

vertising staff of the New York world and Evening World.

The World and Evening World have also added A. J. Ford, formerly advertising manager of the American Piano Company, and J. M. Bushnell, formerly with the Dry Goods Economist, to the local advertising staff.

Wrigley Starts New England Newspaper Campaign

The William Wrigley, Jr., Company, Chicago, began a special try-out campaign in newspapers in the New England territory last week. The list includes papers in the larger cities in that area. The strategy of the campaign calls for large space in the initial insertions, gradually diminishing in size as the campaign proceeds, then increasing to large space towards the close. the close.

Advanced by New Orleans "States

Laurence N. Baird, who has been with the advertising staff of the New Orleans States, has been appointed advertising manager.

Hays McFarland Heads Low. Graham & Wallis

Graham & Wallis

Hays McFarland, for the last four years advertising director and assistant publisher of the Chicago Herald and Examiner, has resigned and purchased a controlling interest in Low, Graham & Wallis, Inc., Chicago advertising agency. Prior to joining the Herald and Examiner he was a member of the firm of Blackett, Sample & McFarland, now Blackett-Sample Hummert, Inc., He was at one time vice-president in charge of sales and advertising of the Alemite Corporation.

Mr. McFarland will be president of the agency, with George E. Wallis as vice-president. Faye Millard, formerly with Mr. McFarland at the Herald and Examiner, will be secretary-treasurer. L. A. Graham resigned from the company recently to become

from the company recently to become sales manager of the Relay Motors Corporation, Lims, Ohio.

Scripps-Howard Buys Buffalo "Times"

Times"

The Buffalo, N. Y., Evening Times and Sunday Times have been sold by Norman E. Mack, publisher and founder, to the Scripps-Howard Newspapers. The purchase of the Times brings the number of newspapers in the Scripps-Howard group to twenty-five.

T. O. Thackrey, former editor of the Cleveland Press and associate editor of the New York Telegrems, will become editor of the newly acquired paper. Philip F. Metz and Stuart C. Welch, associated with Mr. Mack in its management, will be business manager and associated with Mr. Mack in its man-agement, will be business manager and assistant business manager respectively. Mr. Mack founded the Times a half century ago.

Kling-Gibson to Open New York Office

The Kling-Gibson Company, Chicago advertising agency, will open a New York office early in June. Carl E. Widney, who has been elected a vice-president of the company, will be in charge. He has been with the Kling-Gibson agency for the last eight years, serving as a director for the last three years.

Albert Brown with Colorado Fuel & Iron Company

Albert Brown has been appointed advertising manager of the Colorado Fuel & Iron Company, Denver, Colo. He was formerly advertising manager of Best Foods, Inc., and the American Linseed Company, both of New York

United States Tire Account to Campbell-Ewald

Effective July 1, the tire advertising of the United States Rubber Company, New York, will be handled by the Campbell-Ewald Company, Detroit ad-vertising agency.



The new stock and board room of The Detroit News which permits each edition to carry the latest quotations

Markets and Newspapers

The spectacular performance of the motor stocks during the last two years has focused the eyes of those who watch the ticker on Detroit, and Detroiters, too, have become market conscious as never before.

To serve these The Detroit News has installed facilities which permit the followers of the market to watch its course throughout the day. Each separate edition of The News now carries the last prices available before going to press—a service not available to Detroiters through any other newspaper.

Financial advertisers should take advantage of the interest this service will create to present their offerings through The Detroit News which reaches four out of every five Detroit homes taking any English newstaher.

The Detroit News

THE HOME NEWSPAPER

New York Office I. A. KLEIN, 50 E. 42nd St. Chicago Office

J. E. LUTZ, 180 No. Michigan Ave.

~ the





NEW YORK J. B. Woodward 110 E. 42d St.

CHICAGO Woodward & Kelly

Woodward & Kelly 300 N. Michigan Ave. DETROIT
Woodward & Kelly
408 Fine Arts Bldg.

SAN FRANCISCO C. Geo. Krogness 303 Crocker 1st Nat'l Bank Bldg.

ATLANTA, A. D. Grunt, 711-712 Glenn Bldg. Member of The 100,000 Group of American Cities There is no the indication in indication in value of the value of its pain the worth waveley of its seatments, at the clear of the ras it attracts it attracts.

story of a

as told in its pages

8 Youth



Three hundred and eleven thousand children enrolled in clubs sponsored by a newspaper! This is the record of two Chicago Daily News organizations for young people . . . The Topsy Turvy Time Club and the Wide-Awake Club.

Each is a definite brotherhood and sisterhood with "rules and everything," their hour over The Daily News Radio station WMAQ, their page in The Daily News. Together they constitute a "City of Youth" founded more than 35 years ago . . . challenging comparison in numbers with any similar society in the world.

Through these organizations The Chicago Daily News is endeavoring to give youth within the field of its newspaper and radio service new contacts, new interests, new stimuli to character-building work and play.

From them The Daily News receives anew the inspiration to keep itself young in purpose and practice . . . young in its appeal to the young heart and vigorous mind of every generation.

Note: Another splendid example. The Chicago Daily News Junior Fire Department . . . an organization of 35,000 members . . . held its first annual show in Soldier Field. A crowd of 100,000 packed the great stadium.

he value of a newspaper as an advertising medium than the ewspaper itself. For in the character of its pages, in the worth and wricty of its dearnments, may be seen the character of the readers it attracts.

There is no bet-

er indication of

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

If you are planning to advertise in Detroit, get all the facts — That "one paper covers Detroit" story is theory and advertising costs too much money in Detroit to buy on theory. The Detroit Times is selling over 300,000 daily and 400,000 Sunday that's a fact

"The Trend is to the Times"

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The Scientific Determination of Sales Quotas

A Definite Plan That Was First Used by Swift & Company and Which Has Since Been Successfully Employed by Others

By L. D. H. Weld The H. K. McCann Company

SALES quotas are determined in a variety of ways. All sorts of measuring sticks have come into use, some of them developed by business houses for their own use, and others proposed by magazine publishers, advertising agencies, and private research bureaus, some

of whom have insisted that theirs is the only formula that a business concern needs to know.

There are various dangers in the use of these ready-made measures of market potentials. The question is: Do they really measure the market possibilities of the commodity in question?

Take the measures of purchasing ability, in which number of income tax returns usually figure. What does purchasing ability have to do with the market for po-

tatoes, salt, sugar, overalls, etc.? It has been found, after careful study, that purchasing power has practically nothing to do with the market for butter. In other words, people with small incomes use practically the same amount of butter per capita as do people of large incomes, probably because of their greater use of it on bread and potatoes.

On the other hand, there are certain other commodities where buying power is all-controlling, such as expensive automobiles, art treasures, etc. Then again, there are still other articles—a great many,

in fact—where buying power must be taken into consideration, but where other factors are equally or more important. One thing we can be sure of: no single measure or formula will do for all commodities. This throws out the indiscriminate adoption and use of

THE scientific determination of sales quotas is a statistical problem. Consequently it calls for an understanding of at least the elementary phases of the work of the statistician.

One of the principles of statistical work is known as

statistical work is known as "correlation." The word sounds technical enough to scare most business men. However, this principle of correlation is extremely simple and easy to understand.

The writer of this article is not a statisticiam. Nevertheless, he has successfully employed this principle of correlation in sales quota work. How it operates is explained in this article.

any single buying power index. The converse of this statement is that in measuring the potential market for any individual commodity, it is necessary to find the factor, or factors, that actually affect the sale of that commodity.

Sometimes a single factor is enough.
A sufficient measure of the market for golf balls might be simply the number of country clubs, or better, the number of golfers. For certain automobile accessories, the number of

Model T Fords is—or has been—a good barometer. But for most commodities it is safe to say that no one factor gives an accurate picture, and that it is necessary to discover and combine three or four different factors.

Take the case of gasoline. At first thought, one might assume that the number of registered automobiles would be sufficient. As a rough measure, it is sufficient. But the average consumption of gasoline per automobile varies substantially in different parts of the country. This variation is caused by length of driving season, per-

centage of trucks, percentage of heavy passenger cars, mileage of good roads, etc. The problem is how to single out there factors, how to determine the effect each really has, and finally, how to combine them into a single index, giving each its proper weight, so that a reasonably accurate measure of sales possibilities may be established.

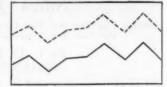
There is a well-established statistical method that has been applied to this problem by a few business houses. Although there has not yet been experience enough to form final conclusions indicating how far it can be applied, it has at least proved valuable in the determination of quotas for commodities having a broad, national distribution. Perhaps the first time that it was used seriously for this purpose was by Swift and Company in 1925.(1)

This method is known as "correlation," a subject that is treated in practically all the standard works on statistics. To mention correlation to the average business man—or even to the average commercial research man—is enough to scare him. But the principle of correlation is extremely simple, and is easy to understand. To explain the principle is sufficient to suggest its applicability to the problem of sales quotas.

The writer is not himself a statistician, and there may be points in the following explanation which trained statisticians would criticize as crude and faulty. But it has been found by experience that this explanation is at least effective in making the principle understood, and the writer has had little difficulty in getting business executives to accept it as a sound method of procedure.

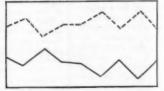
Suppose that we have figures representing the sales of a commodity by districts, or trading areas, and that we want to find the factor or factors that measure or correspond with the variations in sales by districts. Plot the sales

by districts; and also plot the factor to be compared, as follows:

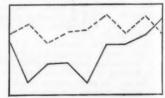


There is a formula that can be applied to the two sets of data, by means of which can be found the "Coefficient of correlation." If the two sets of data move along together, as indicated in the diagram above, this coefficient is +1.

If the two sets of data move in exactly opposite directions, as in the following diagram, the coefficient works out as -1. This is called "inverse correlation."



If there is no correspondence at all between the two variables, the coefficient is 0. This is illustrated in the following diagram:



If there is a certain degree of correspondence, the coefficient may work out as +20 or +.50 or +.70. Anything over +.70 represents a high degree of correlation, and might be represented roughly in the diagram on the following page, where the two variables move together to a certain extent, though not perfectly.

With this principle established,

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⁽¹⁾ This work was undertaken by D. R. Cowan under the direction of the writer of this article. A fairly careful canvass at the time revealed no other business houses that were using it.



the job is to find the factor or factors that show some correlation with sales. Suppose we try number of income tax returns, and we find the correlation to be zero, or very near zero. We throw it out. We try the number of wired houses, and get a correlation of +.65. This is good; it shows that number of wired houses gives some indication of sales. We try other factors, and find two others that have correlations of +.50 and +.45 respectively. Here we have found three factors, all of which correspond in greater or less degree with sales.

Now, the problem is to combine these three factors into a single index, giving each its proper weight. This is done in common practice by simply guessing at the relative weights, but there is another statistical formula, known as "multiple correlation," which automatically gives each factor its proper weight in the combined answer. (The weights cannot be determined directly from the individual coefficients.) Perhaps the resulting index has a correlation of +.80. This would be very good, and would furnish an excellent basis for sales quotas. Perfect correlation could not be attained unless

sales efficiency were equal in all

districts, and unless we were able

to include in our formula every factor that affects sales, including

competition.

But the problem is not so simple as outlined above. There is not only a large amount of work to be done by trained statisticians on any one problem, but many perplexing questions are encountered. In some cases, it is impossible to find statistical measures of the things that influence sales. Severity of competition is often an important factor, and this is hard to measure—although it has been done with fair success in a few cases.

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Even when good measures of

sales potentials are discovered, arbitrary adjustments are usually arotrary adjustments are usually necessary for individual districts, because of any number of special local conditions, such as floods in the Mississippi Valley, strikes or depression in the coal fields, spasmodic sales to big individual buyers (like the Government), crop failures, abnormal booms (as in Florida), depressions in important industries (as in the textile industry in New England). Although such occurrences can't be anticipated in a statistical formula which is to be applied to the whole country, the correlation method furnishes a sound and scientific basis from which to proceed in making the necessary adjustments. This is much better than to work with an index that can be proved scientifically to have relatively little relation to the potential market.

One of the first questions that arises in the minds of those who approach this problem is the following: How can you determine market potentials for a given commodity by comparing the various factors with the sales of the commodity itself? Isn't this arguing in a circle, and isn't it based on what sales are, rather than on what they ought to be? If this question can't be answered satisfactorily, the whole method falls to the ground. The following is offered as an answer:

The sales of any commodity, even though they vary greatly in different sections of the country, tend to conform to certain market potentials. These, in turn, depend on various fundamental factors that indicate the characteristics of the market. If sales show a substantial degree of correlation with any single factor, then that factor represents one measure of the potential toward which sales tend to conform. If all the factors that measure these characteristics of the market are found, and properly combined, then any failure of sales to conform to this perfect measure is due to variations in sales efficiency. Such variations in sales efficiency are what we are looking for in sales quota work.

But how can this principle be

applied to a new product, distribution of which is just starting? It can't. Of course, if we had sales of exactly similar products put out by other manufacturers, this would be a fine basis. But such data are not available (except perhaps in a very few instances) and it is necessary to start out with some general buying power index, or arbitrary measure, and to work along for perhaps two or three years until sales show a tendency to conform to certain definite measures of market potentials.

Another problem that arises is the question of duplication of factors. For example, population alone is usually an important factor in determining the distribution not only of sales, but of such factors as income tax returns, magazine circulation, number of automobiles. As a result, when actual sales are correlated against actual number of income tax returns, magazine circulation, etc., high coefficients are often found, due to the presence of the powerful population factor in both. (1)

The way to get around this difficulty is to eliminate the population influence by reducing all data to a per capita basis in the first place. Then it isn't so easy to find factors that correlate with sales, especially if distribution is extremely spotty. But if per capita sales don't vary in different parts of the country, there is no need of trying to find other factors that influence sales; in other words, population alone would be a sufficient index of market potentials.

The computation of the coefficient of correlation is a laborious matter. It requires time and patience. But there are short-cut methods that reduce the work somewhat, and the presence or absence of correlation can also be determined by comparison of graphs, as illustrated earlier in this article, and by the use of other graphs, which are more complicated. When coefficients are figured, it is not necessary to use

New Account for Ruthrauff & Ryan

data for the whole country; a fairly generous set of samples is all that is necessary. It is said by some that the preliminary determination of correlations need be figured only by whole States, and that the factors determined in this way are applicable to small sales divisions.

But the purpose of this paper is simply to explain the principle of correlation in its application to sales quotas, rather than to discuss all the intricate problems that arise. The writer is not equipped to do that. In fact, even the few trained statisticians who have worked in this field have not carried the use of correlations far enough to have solved all the problems that arise.

Some have been experimenting with more intricate and involved methods of measuring correlation than the one briefly described here. In fact, these more involved methods have been found quite necessary in some cases in order to get a proper measure of correlation. There has been enough experience to prove, however, that the correlation method can be successfully applied to many problems of sales quotas, and the writer believes that within a few years the methods of using this device will be fairly well worked

out.

Inasmuch as complete accuracy cannot be attained anyway, and since arbitrary adjustments are sure to be necessary before any set of quotas can be put into practical use, it follows that it does not pay to go too far in trying for the highest possible degree of accuracy in the correlation process. As mentioned above, however, basic quotas determined by this method serve as a sounder basis for judgment than quotas that are determined by guesswork.

The Ruxton Multi-Vider Corporation, New York, manufacturer of the Multi-Vider pencil, has appointed Ruthrauff & Ryan, Inc., advertising agency of that city, to direct its advertising account. Newspapers, magazines and business papers will be used.

⁽¹⁾ Cf.—D. R. Cowan: "Some Difficulties to be Encountered in Determining Sales Quotas. Sales Executives' Series. No. 31. American Management Association, p. 4.

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WITH THE Indianapolis News, Saturday is . . . and always has been . . . one of the best days of the week. More circulation, more columns of news, more reader attention. This big week-end issue (average size forty pages) gets the exclusive attention of thousands of Hoosier families from Saturday night until Monday night.

SEND for a copy of the Saturday edition of The News. Analyze it thoroughly as a medium of interest to the entire family. You will be favorably impressed.

The News ... ALONE ... Does The Job!



Indianapolis News

M. The Indianapolis Radius
DON BRIDGE, Advertising Director

New Yorks DAN A. CARROLL 110 East 42nd St. Chicago: J. E. LUTZ Lake Michigan Blo

OVER eight hundred diversified industries contribute to the constant prosperity of Indianapolis.

HE KNOWS SPORTS

-AND HE WRITES LIKE A STREAK!



>>"BILL" CORUM 44

WHEN "Bill" Corum came back from the war a major with a breast full of medals, he was so young that the police threw him in jail for impersonating an officer. Even today he looks like a mere youngster just out of college; yet he fought in every major battle of the war but one, has traveled all over the United States, has written articles on sports for the Encyclopaedia Americana and holds degrees

Hearst Building

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from both the University of Missouri and Columbia.

Traveling like a blue streak, he hit New York's toughest newspaper line and carried the ball right up to the front porch. Overnight he became a star sports writer. Important stories, such as heavyweight championship bouts and big league baseball games, he tucked into the paper with the skill of a veteran and the verve of an inspired writer.

Since then he has followed, studied and written about everything that is "big league" in the sporting world. Today, on the New York Evening Journal, he conducts a column, "Sports," so bubbling with gusto and live information that it has attracted a nation-wide following. His signed feature stories on the big sporting events are as interesting and vigorous as the events themselves.

"Bill" Corum is only one of a hundred reasons why the Evening Journal is New York's favorite evening newspaper—and the most productive for advertisers.

NEW YORK EVENING JOURNAL

One of the 28 Hearst Newspapers read by more than twenty million people

Hearst Building DETROIT: General Motors Building NEW YORK: 9 East 40th St. Temple Building BOSTON: 5 Winthrop Square

Member of International News Service and Universal Service Member of Audit Bureau of Circulations THE Detroit market radius has a circumference that's "pi" for selective and discriminating sales expansion.

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'IS the capital of motordom, permeated with and by youth, in which men develop like the Fishers, to rival even the Morgans in financial power. It develops men like Lindbergh and Schlee and Brock and Rickenbacker. It develops writers like the late James Oliver Curwood, and Edgar Guest. Three million people in this market, living in 462 cities, towns and villages.

news, its opinions, its gossip, its thought and its buying suggestions first each morning, through a newspaper that has developed with the area and kept pace with its progress over nearly a century of time—The Detroit Free Press.

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AND every other home within a radius of 180 minutes from downtown Detroit, gets its

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DAILY circulation now 245,000, Sunday 330,000—growing at the rate of nearly 3,000 per month.

The Detroit Free Press

VERREE & National



CONKLIN, INC.
Representatives

New York

Chicago

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The President of Lord & Taylor on Department Store Buyers

An Outline of Current-Day Practices in Department Store Buying Methods, by the Head of One of Our Great Stores

ON page 33 of the May 9 issue of PRINTERS' INK there appeared an article entitled: "The Changing Status of the Department Store Buyer." Knowing that Samuel W. Reyburn, president of Lord & Taylor, New York, is deeply interested in this subject, we called the article to his special attention.

Mr. Reyburn gave it a careful reading and then wrote a letter outlining his reactions. This letter was so interesting that we asked him whether he would not formally present his views on the topic for publication as an article in PRINTERS' INK. He replied that he would be willing to have us print our original letter to him and his answer.

These two letters are, therefore, printed below. We are convinced that Mr. Reyburn's letter will be read with deep interest by everyone selling to, or through, the department stores.

New York, N. Y., May 8, 1929.

MR. S. W. REYBURN,

I am enclosing a clipping of an article which appears in the May 9 issue of PRINTERS' INK under the title: "The Changing Status of the Department Store Buyer." I am sending this to you because the

President, Lord & Taylor.

the Department Store Buyer." I am sending this to you because the letter you wrote me recently with regard to department store buyers leads me to believe that the article is one which you will read with exceptional interest.

I am sure it is scarcely necessary for me to add that we should be immensely pleased to have you tell us what you think of this article.

Very truly yours,
E. B. Weiss,
Editorial Department,
PRINTERS' INK.

May 10, 1929.

E. B. WEISS.

Editorial Department, PRINTERS' INK.

Thank you for your letter of May 8 and the enclosure—the article from the May 9 issue of PRINTERS' INK entitled: "The Changing Status of the Department Store Buyer." From the manufacturer's standpoint I would judge this to be a very good article, but from the store manager's standpoint it is not very helpful.

Even before the days of accurate accounting and research, a buyer in a retail establishment was really a "manager" of a department and should have been called by that title. The underlying, fundamental purpose is to "sell" goods and make a fair profit and add to the good-will of the business, which is simply dealing with the customer in a way to assure future profits.

The responsibility of being the manager, or the leader in management, requires a great deal of drudgery. There are really only a few opportunities to get out in the spotlight before the audience and win praise. After the drudgery of research as to what has been done in the past, both near and distant, and what you have in stock, and a careful determination of what your customer will want in the near future, and then diligent investigation to ascertain where the best market is for what you need, the buying is the simple and agreeable part of the job. Vendors are part of the job. Vendors are always agreeable and flattering to the vendee. To call this important executive a buyer lays the emphasis in the wrong place and that misleads some.

A good manager is one who has the ability and courage to make a plan so big that it requires the combined efforts of a number of people to carry it out, and who then has the cheerful, friendly, and inspiring manner necessary to secure enthusiastic co-operation to successfully execute the plan. Such a person always needs to be supplemented with most efficient aids. The bigger the problem, the greater the necessity for a larger organization and a leader who can intelligently delegate responsibility and authority.

In a large organization, particularly a department store, it increases efficiency and decreases expenses to organize the performance of general duties affecting a large number of or all departments under a specialized management frequently called a bureau. Hence a long time ago a central office was provided. Then the delivery activities were consolidated under one management. Next, perhaps, a centralized employment bureau, and a superintendent who could train all the section managers and salespeople for all departments; then probably an adjustment bu-All of these now are accepted as a matter of course. They relieve the departmental managers of great responsibility and much tedious administration and save the organization as a whole a considerable sum of money in the economies effected.

In 1915 the State of New York enacted a law requiring compulsory training in what they called extension classes of children who had to go into industry. The use of public school teachers in this work showed the management the economic value of securing for service in training departments, teachers who had been trained in the science of pedagogy. And so the modern training department was set up in many stores. It was suspected for a while, but is now fully accepted and is most effec-These training departments get their facts from actual practice, and organize their teaching plans in a scientific way both as regards service and merchandise problems. They are now regarded generally by departmental managers as most helpful aids.

Probably from the beginning of retailing in a fixed location, the shopkeeper has been alert to find

out what competition is doing. Up until comparatively recent times the head of the house employed scouts to secretly do this important work. Reports were made direct to and used by him. Comparison Bureau, as now set up, has probably not been in existence over twelve or fourteen years. It is usually composed of one group of women who have had a great deal of technical training in merchandise and who work within the store, and another group of outside scouts, frequently changed, in whom it is desirable to have a customer viewpoint rather than that of an expert. Copies of all their reports are sent to the managers of the departments as promptly as they are sent to the general office. In this way the departmental managers are benefited not only by the actual information that is turned in from day to day, but also the moral effect of a consciousness that their work from day to day is to be reviewed and criticized and accounted for.

Probably the most recent general activity is the so-called Fashion Bureau, a group of men and women who are selected for their taste and particular interest in apparel and decorations and who not only read the history and philosophy of this important movement but keep up with the news on such subjects, both at home and abroad. This activity is not yet out of the pioneering stage but is being rapidly developed.

As far as the buyers here in Lord & Taylor are concerned, with a few exceptions they look upon themselves as managers with the primary responsibility of selling their goods, and most of them seem most anxious to have the best possible assistance both in the individuals they have to employ and the bureaus that are set up to give them aid.

During the last two years many of the manufacturers with whom we do business have expressed to me their great appreciation of the way our Comparison Bureau, our Fashion Bureau, and our training staff have not only helped our business but helped theirs, and I

Undivided Attention



The Chicago Evening American's city and suburban circulation in the six months ending March 31, 1929 averaged 513,158 daily, and 79.25% of it represented known contact with womanheads of family at home. And 61.11% of those womanheads of family read no other Chicago evening newspaper. Chicago Evening American advertisers are thus assured of the undivided attention of a great army of buyers at a time of leisure, when plans are made for next day's shopping.

CHICAGO EVENING AMERICAN

a good newspaper

One of the 28 Hearst Newspapers read by more than twenty million people. Member of International News Service, Universal Service and Audit Bureau of Circulations.

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remember only one of all that I have interviewed who seemed to long for the old trial and error method which he seemed to believe was very much better than the constant effort toward thorough research and fact finding before definite plans were set up.

I will not apologize for this long letter, but, like all people who have not made as good a score as was expected of them, I will put forth my alibi and say you are to blame because you asked for an expression of opinion.

Sincerely yours, SAMUEL W. REYBURN, President.

Marshall Field, Retail, to Advertise Nationally

Marshall Field & Company, retail, Marsnail Field & Company, retail, Chicago, will start a campaign of national advertising in magazines in July. The purpose of the campaign is further to promote nationally the style prestige and reputation for quality of the Marshall Field retail

The Charles Daniel Frey Company, Chicago advertising agency, has been appointed to direct the account.

New Accounts for Smith & Ferris

The Rancho Santa Fe Corporation, owner of Rancho Santa Fe, a community of country estates in San Diego County, has appointed Smith & Ferris, Los Angeles advertising account.

The Hollywood Screen Star Fashions, Inc., with offices at Los Angeles and New York, has also placed its advertising account with Smith & Ferris.

Magazines and direct mail will be used.

Appointed by Erwin, Wasey & Company

Walter L. Chesman, account executive with the New York office of Erwin, Wasey & Company, has been elected a vice-president of that

Stewart Wells, at one time with The Blackman Company, New York, has been appointed copy chief of the food advertising division of Erwin, Wasey.

T. F. Magrane Appointed by "The Outlook"

T. F. Magrane has been appointed New England representative of The Outlook. His headquarters will be at New York. Mr. Magrane was formerly with the Boston office of the Rodney E. Boone organization and, at one time, was New England representative of The Magazine of Wall Street.

H. W. Miner, Publisher, Canton "Daily News"

Canton "Daily News"

Herve W. Miner, managing editor of the Canton, Ohio, Doily News, has been appointed publisher of that newspaper by James M. Cox, owner. Felix Henkle has been appointed business manager to aucceed M. H. Hinken, who has resigned to return to Detroit.

Mr. Miner has been with the editorial staff of the Daily News nineteen years, having joined it in 1910 when he left the Marietta, Ohio, Register-Lesder. Mr. Henkle was formerly associated with Mr. Cox as advertising manager of the Springfield News but recently has been sales manager of a furniture manufacturing concern in a furniture manufacturing concern in Evansville, Ind.

C. C. Winningham Agency Elects Vice-Presidents

Malter Boynton, copy chief, and J. L. S. Scrymgeour have been elected vice-presidents of C. C. Winningham, Inc., Detroit advertising agency. Directors of the Winningham agency now include Sidney Willis, Frederick Barrett, Mr. Boynton, Mr. Scrymgeour and Mr. Winningham.

The C. C. Winningham agency is planning to open an office at London, England, in the near future.

Millis to Direct Food Preservation Campaign

The Millis Advertising Company, Indianapolis, has been appointed to direct the advertising of the National Food Preservation Program. The program is sponsored by the commercial section of the National Electric Light Association. Co-operating are trade associations of perishable food interests and manufacturers of mechanical refrigeration and interesting and control of the conference of the control of the control of the conference of the control of the ice refrigerators.

Appoints John S. King Agency

The Alliance Manufacturing Company, Alliance, Ohio, Doo-Klip shears, pruners, etc., has appointed The John S. King Company, Inc., Cleveland advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Tractor Account to Toledo Agency

The Centaur Tractor Corporation, Greenwich, Ohio, has appointed Camp-bell Advertising, Inc., Toledo advertis-ing agency, to direct its advertising ac-count. Business papers will be used.

E. I. Leeds, Jr., with New York "Times"

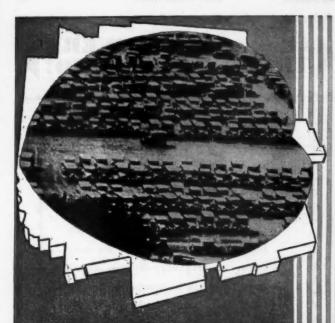
Edmund I. Leeds, Jr., for the last year advertising sales promotion writer with The Conde Nast Publications, New York, has joined the New York Times in a similar capacity.

THIS CIF? WERE SO!



Charles Francis Press Printing Crafts Building

461 Eighth Avenue, New York



230,000 AUTOS in This Market Mean 76,000 Car, and 108,000 Tire replacements yearly



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he L KL the Oklahema City 65-mile trade territory 26-county, 75-town. One Million person margin-230,000 automobiles, approximately one of of the state's total registration, are ownered hard used. It takes 1,040,000 tires to keep is giant fleet rolling. In the Oklahema City arket car registrations are increasing at a rate of ore than 20,000 a year-car replacements are to an 76,000—tire replacements more an 108,000.

he Oklahoma City market is one of the South set's major automobile and tire markets. An terested market. A responsive market. A lying market—covered thoroughly and alone by a Oklahoman and Times.

hat's half the story. The other half is this:

sperienced advertisors know that no advertisg campaign can be effective in this market, asidered one of America's most responsive les territories, without local contact in and rough Oklahoma City, which distributes 95% the automobiles, tires and accessories, and 5% of all other commodities sold in the state

re you covering this market thoroughly, effectively, economically? Not unless the Oklahoman of Times are carrying your sales messages re you giving full credit to the Oklahoman animes for the sales they influence? Not unless or credit them for sales in every econty in the cal Oklahoma City Market!

aximum advertising results can be effected sickly, and at one low cost, through an adequal bedule in the Oklahoman and Times.

he DAILY O'KLAHOMAN OKLAHOMA CITY TIMES

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SELLING REPUTATION

RM WOMEN find opportunities for economy in the advertisements of nationally established merchandise.

THEY are keen to make a habit of purchasing products of national reputation. The guarantee of national reputation has won their respect.

ADVERTISERS of nationally known merchandise have recognized the farm woman's knowledge of values. have brought their message to 900,000 of them through THE FARMER'S WIFE, the only magazine in America published exclusively for farm women.

THE

The Magazine for Farm Women

Webb Publishing Company, Publishers St. Paul, Minn.

Western Representatives Standard Farm Papers, Inc. Wallace C. Richardson, Inc. 307 North Michigan Ave. Chicago, Illinois

Eastern Representatives 250 Park Avenue New York City

Making the Old Crew Walk the Plank

Some Mergers Are Getting Too Efficient for Sound Business

By Roy Dickinson

THERE are at least three manufacturers known to the writer who have turned down flattering offers to merge their long established businesses and make a handsome profit, because they do not want to "sell out" their employees. They, and there are many more like them, have a very definite feeling that the men who have helped build up the properties that bankers are now so anxious to merge, should not be turned out into the street at short notice to look for other jobs.

One of these men, and he is sacrificing well over \$2,000,000 in remaining outside of a big combination, has been accused of being a soft sentimentalist by the men who are interested in putting the

merger across.

I have a letter before me from one of the best known advertisers in the country in which he says that he and his relatives have decided not to merge because they cannot get any guarantee that the old employees will not be thrown out by the new management. These two men, and the other of the sentimental trio, all say that they have all the money they can conveniently use and that the attachment they feel for the men who have helped build the business is the deciding factor against selling out.

But for these three there are scores who don't let any such old-fashioned soft heartedness influence them. They consider such an attitude ridiculous and inefficient, and opposed to the modern trend. Such an attitude, they believe, would be positively dangerous to progress if persisted in by many manufacturers in this era of mergers and more mergers. The sentimentalists are decidedly in

the minority.

Because there aren't more sentimentalists, there are hundreds of men who could tell how, after five, ten, or twenty years of service, they were handed a written notice soon after their company went into a merger that their services would

no longer be required.

There is the taxi driver, for example, who didn't know his way through Central Park, although he had worked in New York for fifteen years. He had a "swell job," he said to himself, in the sales promotion department of a big company. It was taken over one Monday morning by one still larger. He never thought he would ever be driving a taxi, but there he was.

Two Weeks' Notice After Ten Years of Work

There is the man looking for a job for his brother who was let out. There is also the man who lost five jobs in a certain industry in three years, four of them because every new company he worked for was taken over by the same company which first let him out. Two weeks' notice after ten years of work, two days' notice after fifteen—the stories are legion and many of them bitter.

These stories make one wonder whether the efficiency men have all the right on their side of the question, and whether the soft sentimentalists may not be correct in

their attitude after all.

There have been other ages of mergers. Economists, reviewing the history of many of the mergers of the past, have wondered why it was that the earnings didn't keep up the pace which had been set by the independents before they were merged. There have been sane men who claimed that the morale and a fighting spirit which brought many a small company into the leadership class was lost when it became part of a giant organization. Some writers have been pointing out that many a merger in the past was hurt

greatly when public opinion turned against it, and that the present age of mergers must some day run that gauntlet, that the public is withholding judgment about many of them.

There are, of course, good mergers which are economically sound. Then there are those that are just mergers with a fat profit for the man who puts them over, but with little promise that the combination can be operated successfully.

Public opinion is more powerful than the cynics admit. Every old employee who has been made to walk the plank suddenly and without notice has friends and relatives, and he talks. The man who drove the taxi had been fired by a big oil company which didn't give him any warning. There is one advertised brand of gasoline with a nice sign at the filling station which he and his friends, and everyone he can convince, pass by without ever stopping.

Even the largest corporations, if they are enlightened, make every effort to interest their thousands of stockholders in the products they sell. They realize the great value of a large number of boosters in all parts of the country. They are highly interested in keeping their good-will. They have seen this attitude lead to greatly increased sales. Why, then, do so many big companies build up unnecessary ill-will in all parts of the country by suddenly and without warning throwing hundreds of men out of employment when a merger is effected? Isn't there a better way of securing efficiency? Couldn't the plank walking be made more painless and a little less sudden?

Let us consider the real efficiency of making all the old crew walk the plank. There have been cases recently where some of the pilots were thrown overboard too. The men who had learned the shoals and the dangerous reefs, which can so easily wreck a business, were dropped with the rest of the crew—and then badly missed. They had learned how to steer the ship safely by working at one job for many years, but when the new management came in they were

thrown out. Later, when the new management realized that it needed the technical and specialized knowledge of the men who had been dropped, it was impossible to find them. Perhaps some of them were driving taxis in Central Park.

I know of one business where a couple of bright young men worked out a merger by convincing the bankers that they could save enough money in operations to pay big dividends. Soon after merger was effected, most of the old help was fired, including some very essential men. They saved a whole lot of money on the payroll. They did a very thorough house cleaning job. Too thorough, some people now say, for one of the promoters has departed to a place where there are no mergers, and the other is rapidly destroying his health trying to run a business without specialized and expert help in a line where they are essential. Other examples could be cited to prove that sometimes the old crew is made to walk the plank entirely too quickly for the best interests of the ship and the new captain.

Still Room for the Small Company

Perhaps it is true that the sentimental, small manufacturer who prefers to remain independent is not going to be driven out of business by the giant mergers. Perhaps the thought that he will have to merge or be forced to the wall is an exaggerated one. Many people seem to think so.

Morale is still a force which makes sales and holds profits. A simple definition of morale is the appearance of having a good time," which was applied to it recently by a big industrialist. organization bound to an individual boss, known to all the men, all of whom give the appearance of having a good time while they do their work, is going to give any big organization a good fight on service to the customer. There is such a thing as dividing a salesman's attention among too many products. There seems to be room for the small and medium-sized manufacturer among the giants, and the thing which is helping him most of all is the shortsighted

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MOUNTAINS & FOODS

DURING the summer months Jackson-ville housewives use great quantities of prepared foods. Summer diet demands something "different". Literally, mountains of foods are purchased to supply "three-a-day" in the 27,000 Jacksonville homes which The Florida Times-Union covers. Manufacturers of food specialties find the Florida market such an important outlet that several food manufacturers maintain in Jacksonville branch factories and warehouses. But summer appetites are easily jaded—and there is constant demand for something "different." If you have a food product with "IT"—here's a market, and the medium which leads in food advertising is

The Florida Times-Union

Net Paid Circulation (A. B. C. March 31, 1929) 50,707 Daily, 63,028 Sunday

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

(Formerly Benjamin & Kentner Company)

New York . . . 2 West 45th Street Philadelphia . . 1524 Chestnut Street Chicago . . 203 N. Wabash Avenue San Francisco . . . 58 Sutter Street

attitude of too many big mergers the employees of the former independent companies.

No one can object if, when two or several companies merge and it is later discovered that much of the work is being duplicated or that five salesmen can do the work of thirty, some are urged to take other positions. But a decent time can be taken about the cutting down and some deliberation and delicacy shown. Some of the very best men who don't happen to make the best first impression may be made to walk the plank. When a very big company takes a smaller one over and does its firing by wholesale without even knowing the names or the work of old employees, as I am reliably informed is sometimes done, real ability may be sacrificed for speed. Past history indicates that this is a most dangerous and ridiculous method of procedure.

One example will suffice. In 1909 William H. Albers was the general manager of a small chain This chain was taken over by the Kroger Grocery and Baking Company. Under the modern method of firing all the old staff, Albers would then have found himself out

of a job.

Instead, his new boss, B. H. Kroger, decided to keep him on the job. He seemed to know the business, as the new owner took time to discover. Mr. Albers did

know the business.

By 1917 he had become general manager of the Kroger chain. In 1909, when he was taken over, the Kroger chain consisted of ap-In proximately ninety-five stores. 1917 there were 516. Sales in 1917 were about \$54,000,000.

In 1928 there were 5,260 stores with annual net sales of \$207,372.-550 and net earnings of \$5,323,585. In the latter part of 1928 Mr. Kroger sold the larger part of his holdings and ceased his active connection with the organization he had founded. Again the young man who seemed to know the business was retained by the new group who took over the chain. time he was made president.

Since then more than 1,000 new

stores have been added, making the Kroger chain the second largest grocery chain in the country. The young man who wasn't fired and became president quite naturally believes strongly in employee stock ownership. Now 6,000 employees are stockholders.

Who knows but that many a young man who has been let out by the new management before it was discovered how valuable he was and how well he knew the business, might have turned out to

be another Albers?

It isn't so efficient to make the whole crew walk the plank. It isn't even good business for the new concern. It certainly isn't good for the purchasing power of a city when a factory is shut down overnight, nor for the whole country when large groups of skilled employees are thrown out of employment suddenly.

In the case of small and mediumsized companies it would seem that a little more sentiment would prove good business. Some of the individual owners get large sums when they sell out. A small percentage of that money might well be put into a fund to tide old employees over the hard times they are forced to face before they get new jobs. In the case of large companies, couldn't a more painless way of getting rid of the employees of the merged companies be worked out? Couldn't a little more time be taken in the process? It wouldn't cost even two points profit on the large number of shares in the new stock to set up an employment bureau to place most of the good men who find themselves out in the street through no fault of their

There certainly is much room for improvement in the present methods and the writer believes it would be good business if a little more sentiment, or just plain com-mon sense, were allowed to creep into the situation.

F. G. Silvernail with National Broadcasting

Frank G. Silvernail, previously with the General Outdoor Advertising Com-pany, New York, has joined the sales promotion department of the National Broadcasting Company, of that city...



1,449,275 agate lines of rotogravure
advertising, approximately twice as much as
any other New York newspaper. In the first four months of
1929 rotogravure advertising in The Times totaled 544,971
lines—a gain of 123,117 lines over the same period of 1928.

Advertisers in The New York Times reach the greatest number of discriminating and responsive readers in the world's richest market—the Metropolitan area of Greater New York—and in 8,000 cities and towns throughout the United States.

The New York Times

Weekdays, 437,367 - Sundays, 752,689

How to make Fluffier

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Ridd Know to Make Quick Cocoal PRINTERS' INK 39 May 30, 1929 The Cooks Sink How to Hows

business in MICHIGAN

WHEN it's play time it's good business time in Michigan, for thousands of tourists and resorters come to this "Playground of the Nation," to spend their vacations.

Their daily needs must be supplied, and throughout the entire Booth Newspaper Area retailers enjoy extra business during the months that are normally slow in most markets.

Keep your advertising schedules running in Michigan during the summer months—the increased population and extra business you get will make it profitable. Grand Rapids Press
Flint Daily Journal
Sagmaw Daily News
Kalamazoo Gazette
Jackson Citizen Patroit
Bay City Daily Times
Muskegon Chronicle
Ann Arbor Daily News





BOOTH NEWSPAPERS, Inc.

 A. KLEIN, Eastern Representative 50 East 42nd St., New York J. E. LUTZ, Western Representative 180 North Michigan Ave., Chicago Mate

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Two Volumes of Fundamental Worth

Material of Great Value to Business Executives in "Recent Economic Changes in the United States"

THE two-volume report Committee on Recent Economic 'HE two-volume report of the Changes, of the President's Conference of Unemployment, just published under the auspices of the National Bureau of Economic Research, Inc., is a book of fundamental economic importance. sued a few days ago, it contains the results of an investigation carried on almost continuously since the meeting of President Harding's Unemployment Conference in 1921. Each chapter, prepared by a leading expert on a particular subject covered, gives a condensed picture of American trade and industry and the conditions surrounding them which seldom, if ever, has been equaled as a guide and a ref-The committee which prepared the report, made up of seventeen leaders in industry, met on an average twice a month from January, 1928, until February, 1929. As a result a quick, definite job was done rather than a ponderous re-That portion of the report which deals with changes in consumption and the standard of living handled by Leo Wolman gives indexes of real earnings, public expenditures for social services, information on the cost of living, on food consumption, on manufactured goods, the automobile which has a chapter by itself, on housing, the standard of living of the farm population, and other material of great interest to all manufacturers interested in marketing.

Dexter S. Kimball handles that portion of the report which deals with new and old industries. Technical changes in manufacturing industries are handled by L. P. Alford and contains, as does the former chapters, interesting and informative material on the effect of machinery on the economic standards of the workers, the number of wage earners, wages paid, average hours, productivity per wage earner and other material of fun-

damental economic importance. The changing structure of industry, which appears in part 3 of the report and is handled by Willard L. Thorp covers, among other things, the size and volume of business, its stability, the effect of anti-trust legislation, geographical structure of the industry, migration among areas, location as between city and country and similar information.

John M. Gries, who handles the section on construction, covers the fundamental conditions affecting the various classes of construction, interest rates and trends in the basic thoughts about construction.

The chapter on transportation with details concerning freight car performance, locomotive performance and composite index of operating efficiency is of prime interest.

Melvin T. Copeland, director of the Bureau of Business Research of Harvard University, writing on marketing, contributes thoughts which every man interested in advertising and marketing might well consider. He points out that the business of the country in 1927 was handled with "more than a billion dollars less capital and credit than would have been required if the 1922 inventory ratios had pre-vailed last year." He points out that the decreasing volume of advance orders and the improvement of transportation have brought profound changes in answer to shifting pace in increased buying power of the American people. He covers changes in demand, changes in retail trading areas, hand-to-mouth buying, changes in distribution, co-operative marketing, instalment selling and advertising to all of which he has contributed exhaustive study for more than a year. He shows the new emphasis which has been placed upon style, and the rapidity of fashion changes which necessitated considerable readjustment by many large scale plants.

He shows how the spread of the

BUSINESS in MICHIGAN

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He shows how the spread of the

automobile has shifted trade from the crossroads or hamlet stores to larger centers. He makes a thorough analysis of the chain store idea and the importance of its growth during the period studied. He covers co-operative marketing of farm products and makes an estimate upon advertising expenditures for all purposes in 1927 as compared with previous years. He notes that gains were made in radio sets, electric refrigerators, automotive equipment, home equipment, foods, soaps and cleansers, toilet articles, silverware, clocks and matches, and that sales expanded with especial rapidity in some of these groups which have been the most consistent and adequate users of advertising. He also points out that most of the changes in marketing have not yet been completed, "in the light of opportunity almost

untouched by scientific research."
The articles on labor and management, the latter of which was handled by Henry S. Dennison, president of the Dennison Manufacturing Company, contain much information of historic and present value and suggestions for the future. The article on labor covers productivity, per capita output, and other matters of fundamental importance. Mr. Dennison's contribution takes in all phases of management organization, including the management of marketing, sales personnel, sales costs, advertising and department management.

Agriculture, handled by Edwin G. Nourse, takes up the difficulties which have confronted agriculture; the disappointing demand, the large scale production and the advance of power farming. It takes up the study of the adjustments of production to market demand, costs of distribution, the comparative immobility of agriculture and the outlook for the future.

Frederick C. Mills who handles the section on price movements and related industrial changes gives a complete study of the behavior of prices in the United States in recent years, the trends of price groups, post-war tendencies in American business and comparison of economic tendencies. The section of money and credit and their effect on business, by W. Randolph Burgess and O. M. W. Sprague, contains material of particular interest at the present time when so much attention is being given to the effect of the credit tendency upon the future of business. That section of their chapter which deals with the Federal Reserve System is a clear-cut statement on a question which has been agitating many people recently.

The sections on foreign markets and foreign credits and that on the national income and its distribution, the latter by Morris A. Copeland, show the share of labor and property in the national totals, the prosperity of various industry groups and how the several parts of the country have fared. It offers a clear-cut study of markets when such a study is of extreme value.

The review of the whole matter, by Wesley C. Mitchell, is a masterly summing up of the maze of economic changes which have taken place together with a clue for the future. It recapitulates the continuing forces, the hardship which has been caused by an increasing efficiency. The competition of new products and new tastes is covered carefully and then he takes up with great thoroughness the interrelations among economic changes. Those factors already discussed, together with those which Mr. Mitchell comments upon in this chapter, gives a suggestion as to the future of business cycles, and practical thoughts as to how the cycles can be ironed out.

The report, which has taken so long to compile, is brought right up to date to the spring of 1929 and is one which will appeal to business executives who wish to look beneath the immediate maze of conflicting testimony which they hear, down into the fundamental facts which influence all business.

The committee is to be congratulated upon the fundamental piece of work it has done which will be referred to during the coming years by industrialists in all lines and by all men interested in better marketing and a better understanding of fundamental economic factors. ...in a cigarette it may be



.in a newspaper it's

SELLING POWER

The Los Angeles Esaminer is one of the 28 Hearst necespagers read by more than 20,000,000 people. Member of International News and Universal Services, and of the Associated Press and A. B. C. A cigarette such as CHESTER-FIELD may be mild and yet satisfy—but a newspaper must have the sharp tang of results. In Los Angeles CHESTER-FIELD, seeking an audience of both sexes, found that newspaper selling powers differed. Ergo, in 1928 the largest appropriation went into the

Los Angeles Examiner

Mas

Lithographers Approve A. N. A. Plan

MEMBERS present at the annual convention of the Lithographers National Association, Inc., held last week at White Sulphur Springs, W. Va., voted approval of the plan developed by the Association of National Advertisers for guidance in the purchase of lithography. Discussion of the plan was one of the outstanding features of the convention, which was given an outline of the plan through the medium of the con-

vention program.

The plan in detail, which was reported in PRINTERS' INK of April 11, was described by A. W. Lehman, assistant managing director of the Association of National Advertisers. Following approval of the plan, the lithographers appointed a committee to work with the A. N. A. in making the plan effective. Horace Reed, Buffalo, is chairman of the committee which includes Joseph Deutsch, Chicago; Harrison K. Caner, Jr., Philadel-phia, and Albert E. Winger and William Ottman, both of New York.

Maurice Saunders, secretary of the association, following the meeting of his own association, carried this record of approval to the meeting of the A. N. A. at French Lick where the plan received fur-

ther attention.

Vance Chamberlin, of The Griswold-Eshleman Company, Cleveland, reviewed the advertising lithographers activities of the co-operative campaign. The report of the committee in charge of this campaign was presented by Charles G. Munro, chairman. On recommendation a finance committee was appointed to raise \$50,000 for financing the campaign through the forthcoming year. Charles P. Schmid, New York, was appointed chairman of this committee, which includes Joseph Deutsch, Chicago; R. R. Haywood, New York; A. G. Brandau, Nashville, and Carl R. Schmidt, San Francisco.

George R. Meyercord, Chicago,

was elected president of the association to succeed E. E. Straus, who has served in this office for two years. William H. Merten. Cincinnati, was elected vice-president. Ernest S. Lloyd was reelected treasurer, and Maurice Saunders, secretary. Harrison K. Caner, Philadelphia, and Sam F. Ziliox, Akron, are newly-elected members of the board of directors. Board members continuing in office

A. G. Brandau, Nashville; P. N. Calvert, Cleveland; William S. Forbes, Boston; George K. Hebb, Detroit; Robert S. Holdings, Jr., Providence; W. P. Jeffries, Los Angeles; William F. Krohmer, Chicago; J. R. Lowe, Erie; Earl H. Macoy, Chicago; Trowbridge Marston, New York; G. G. McGuiggan, St. Paul; A. A. Morse, Baltimore; John Omwake, Cincinnati; Horace Reed, Buffalo; Robert L. Sale, Buffalo; G. P. Sauer, Milwaukee; Max Schmidt, San Francisco; Charles W. Stubbs, Detroit; Jesse M. Tompsett, St. Louis, and Mr. Deutsch, Mr. Lloyd, Mr. Merten, Mr. Meyercord and Mr. Straus.

P. P. Fodrea Buys "Grocery and Meat Reporter"

The Grocery and Mast Reporter, Omaha, Nebr., has been purchased by Pean P. Fodrea, formerly sales promotion manager of the Iten Biscuit Company, of that city. The Reporter has been merged with a new publication, Food Facts, which is published by the Food Facts Publishing Company, Omaha, of which Mr. Fodrea is president and general manager.

New Account for Shuman-Haws Agency

The Bilt-Rite Manufacturing Com-pany, Chicago, novelty furniture and advertising specialists, has placed its advertising account with the Shuman-Haws Advertising Company, of that

Starts Own Publishers' Representative Business

Herman Sonneborn has resigned as Eastern advertising manager of La Hacienda, New York, to operate as a publishers' representative at that city.

L. M. Albright Leaves Illinois Glass Company

L. M. Albright, advertising manager of the Illinois Glass Company, Alton, Ill., has resigned from that organi-Ill., h

IS, or



POMPEIAN

CREAM

ONE OF THE

Pompeian Cream is another of the 506 Nationally Advertised Products that used The Examiner exclusively in San Francisco during 1928.

A newspaper that can sell the story of such a widely used Toilet Cream singlehanded-and the stories of 505 other exclusive accounts as well-stands out as the backbone medium for any advertising campaign in the San Francisco Market.

Note: This does not include 102 exclusive Financial and Automotive accounts, which bring the total to 608.



One of the 28 HEARST NEWSPAPERS read by more than twenty million people

Member International News Service and Universal Service Member of Associated Press

Member Audit Bureau of Circulations .

W. W. CHEW 285 Madison Ave. **NEW YORK CITY**

A. R. BARTLETT 3-129 General Motors Bldg. 612 Hearst Bldg. DETROIT

CHICAGO

J. D. GALBRAITH T. C. HOFFMEYER 625 Hearst Bldg. SAN FRANCISCO





TUESDAY, May 21st, dawned dark and its varieties - from torrential down pour

THESE ADVERTISERS PARTICIPATED:

Borden's Farm Products Oppenheim-Collins Laura Lee Candy Reid's Ice Cream India Tea Bureau Sanka Coffee Airline Honey Jack Front Sugar Basy Bread Wonder Bread Standard Rice Co.

C-Y Chocolate Yeast

Geisha Crab Meat Runkel Bros. Canada Dry Ginger Ale Consolidated Gas Co. Thor Ironer Westinghouse Electric Co. Whirldry Washing Machine Ludwig-Baumann Merlin Products Corp. Specialty Mfg. Co. Hearn's Dept. Store Blumsteins Dept. Store

NEW YORK



Rained!

lark and drizzly in New York. Rain, in all own pours to misty sprays — reigned!

And this, gentlemen, was the day set for Prudence Penny's fifth monthly party!

At twelve o'clock two hundred women stood huddled together under the marquee of Carnegie Hall, eying malignantly the raindrops which, now and again, the wind blew toward them. They had learned from experience that the early arrivals got the choice seats and they, apparently, had no thought of rain keeping Prudence's guests away. . . . As a matter of fact, they were right. At two-fifteen, when the party started, the house was filled. And it still rained!

The acid test of weather has now been applied to the Prudence Penny audience—and been laughed merrily down.

AMERICAN

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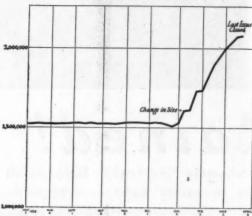
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Liberty Circulation Sweeps Upward!

June 1928-April 1929



- 1. No increase in rates
- 2. Lowest page cost per 1000 among 13 leading magazines
- 3. More than 70 new accounts
- More than a million dollars in new business
- 5. LIBERTY guarantees more than 2,000,000 average net paid circulation for the balance of 1929.

Liberty of Burylady

The Worth of Corporations—New Data on the Valuation of Good-Will

An Important Compilation of the Price-Earnings Ratios of Forty-Nine Companies

THE importance of good-will as it affects the value of a business is a subject of the greatest interest to business owners and stockholders. In the past, the banking interests of the country have not recognized that goodwill, as the result of advertising and other methods of building public confidence, has any place on the balance sheet. But the public has recently stepped into the picture and has taken the matter much into its own hands.

The recent increase in ratio between the earnings of many corporations and the selling price of their stocks has raised the question of whether the old ratio of ten times earnings should not be revised. The answer to this question involves a greater recognition of the investment value of goodwill, which, in many cases, is largely the residue of advertising. If the investment banker has come to the point of placing a definite value on the intangible item of good-will, then the benefits from advertising may assume a position of more importance on the balance

This subject of "The Price-Earnings Ratio" is discussed in a survey issued by the statistical department of Otis & Company, investment bankers of Cleveland, under the supervision of Reed Bricker. In this company's survey the earnings of the following fortynine companies are compared with the prices of their stocks at yearly

intervals:

AUTO ACCESSORIES American Bosch Magneto Co. Electric Auto-Lite Co. Electric Storage Battery Co. Motor Wheel Corp. Stewart-Warner Corp.

STEELS
Bethlehem Steel Corp.
Central Alloy Steel Corp.
Crucible Steel Corp.
Gulf States Steel Co.

United States Steel Corp. Otis Steel Co. Youngstown Sheet & Tube Co. MOTORS General Motors Corp.

Hupp Motor Car Corp. Nash Motors Co. Packard Motor Car Co. Studebaker Corp. of Amer. Mack Trucks, Inc. White Motor Co.

FOOD Beech-Nut Packing Co. Coca-Cola Co. Fleischmann Co. Loose-Wiles Biscuit Co. National Biscuit Co. Frank G. Shattuck Co. United Fruit Co. Wm. Wrigley, Jr., Co.

CAN American Can Co. Continental Can Co.

R. R. EQUIPMENT, ETC.
Allis-Chalmers Mfg. Co.
Amer. Brake Slice & Foundry Co.
American Steel Foundries.
New York Air Brake Co.
Timken Roller Bearing Co.
Westinghouse Air Brake Co.

CHEMICAL Air Reduction Co. Allied Chemical & Dye Corp. American Smelting & Refining Co. Columbian Carbon Co. Mathieson Alkali Works, Inc. Union Carbide & Carbon Corp. U. S. Industrial Alcohol Co.

F. & W. Grand Holding Corp. S. S. Kresge Co. McCrory Stores Corp. Metropolitan Chain Stores, Inc. F. W. Woolworth Co.

MAIL ORDER Montgomery Ward & Co. Sears, Roebuck & Co.

The report reads as follows:

The influence of Federal Reserve policy and present credit conditions on security prices has been for some time a leading subject of discussion. Considerable front-page newspaper space has been devoted to prominent bankers, politicians, and speculators for full statement of their views. So much has been said that further comment here seems unnecessary.

In the last analysis, actual value

is the factor that will exercise the greatest influence on our security markets. If stocks are selling at levels that are justified by the many factors other than interest rates that help to determine value, they are unlikely to decline far.

It would appear that in all the hue and cry about Federal Reserve policy, brokers' loans, etc., the question of value is being obscured. Therefore, some study of this subject, or one phase of it, may be of interest here.

Great changes have recently occurred in accepted measures of value which for many years had remained reasonably constant. Up until only two years ago, or thereabouts, a price of ten times annual per share earnings was generally accepted as a rule of thumb in appraising stocks of the better companies. Since that time, this convenient measure has altered so rapidly that it has required an elastic mind to keep in step with conditions.

The table given below shows the course of the "price-earnings ratio" through the bull market of the last five years. It covers nine of the leading groups of industrial stocks, omitting such depressed groups as coal, textile, fertilizer, etc. Fifty prominent companies are represented in this tabulation. Prices are of March of each year, and earnings are of the previous year.

Examination of this table shows it to be an interesting one. Let us look at the bold-face figures showing the average price-earnings ratio. It indicates first the subnor-

mal price-earnings ratio (7.2) that existed in the spring of 1924 prior to the five-year rise that was to get

under way soon after. For the next three years, the ratio was almost stationary, viz., 10.6, 10.4, and 10.6. During much of this period the market was reveling in one of the most nearly perpendicular advances that it had enjoyed up to that time. This condition of advancing prices and a stationary price-earnings ratio meant, of course, that the market stimulus was being provided by growing profits. This was the case. Earnings for the group of companies under examination increased from \$419,000,000 in 1924 to \$695,-000,000 in 1926, an increase of 66 per cent.

The table reveals the fact that the impelling bull force of the last two years has been a different one than in the preceding years, when earnings were growing so rapidly. Earnings, in fact, in 1927 fell below those of the previous year, while 1928 earnings were only about 24 per cent above those of the second year preceding; 1926 earnings, on the other hand, were 66 per cent greater than those of the second year preceding.

But this altered course of corporation earnings did not in any way check the uprush of the market. This phase of the advance was even steeper than in 1924 and 1925. Incidentally, the favoring influence of easy money was also definitely lacking after the first quarter of 1928; still prices recorded their greatest percentage

PR	ICE TI	MES E	ARNINGS			
	March	March	March	March	March	March
	1924	1925	1926	1927	1928	1929
Auto. Accessories	7.0	9.0	8.1	9.1	10.0	12.4
Steels		13.5	9.7	8.9	14.1	14.2
Motors		8.9	8.0	7.9	12.8	14.5
Food	10.0	11.4	12.2	12.7	16.6	17.1
Can		8.6	8.3	11.0	15.5	17.6
R. R. Equip. etc	5.8	10.4	9.8	10.5	14.1	18.7
Chemical	7.3	10.4	10.5	11.5	14.3	19.8
Chain	8.8	13.9	16.9	13.5	17.1	21.8
Mail Order	7.1	9.5	9.6	10.5	13.6	27.3
Average	7.2	10.6	10.4	10.6	14.3	18.1
Total Net Income						
(000 omitted)\$419,160			\$695,498		\$861,215	
Increase in two-year period.			66%		24%	
Stock Price Average						
(Dow Jones Industrials)	95	120	**151	160	204	308
Increase in two-year period.				33%		92%

[&]quot;Year's mean price used instead of price prevailing in March break.

No Extra Charge For Superior Service

Whereas it is customary in the commercial world to charge a higher price for products that represent exceptional intrinsic value, the Los Angeles Times asks no premium for the high quality of its circulation.

Times' circulation is free from sensational "extras", contains no off-hour editions, is confined to its own market, and consists almost wholly of copies delivered to regular subscribers. It is the largest, home-delivered circulation on the Pacific Coast, and is growing faster than all other large Pacific Coast morning newspapers combined.



Euslern Representative: Williams, Lawrence & Creamer Co., 380 N. Michigan Bird., Chicago.
285 Madison Ave., New York. Poeific Coast Representative: R. J. Bidwell Co., 742 Market St.,
San Francisco. White Henry Stuart Bidg., Seattle.

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gain in this year. In the past two years, then, stock prices practically doubled though earnings

grew only 24 per cent.

This new factor which supplanted easy money and rapidly expanding earnings, was a wholesale revision of the price-earnings ratio. The "ten-times" ratio jumped to fourteen last year, and to eighteen this year. Today ratios of fifteen to twenty are commonplace, with the utilities which were not considered in the table, accorded even higher appraisals.

Looking back, we see that the rise beginning five years ago can be divided into three stages: (1) 1925 earnings were only slightly higher than those of two years previous, but the subnormal priceearnings ratio of 1924 was brought up from 7.2 to around 10 in the enthusiasm of the Coolidge market of 1924: (2) for the next two years, the rate of appraising earnings remained constant around 10, with all of the market's stimulus being provided by rapidly expanding earnings; (3) in the last two years earnings have increased only moderately, but the price-earnings ratio has almost doubled, standing now at eighteen for this group of fifty stocks as compared with 10.6 two years ago, and 7.2 in 1924.

This analysis is of help in crystallizing an opinion on the future course of the stock market, inasmuch as higher prices cannot come except as earnings increase, or the price-earnings ratio rises further.

As for increasing earnings, it would appear after the rapid expansion shown in profits in the last seven years that an annual increase from now on of 15 per cent should be considered satisfactory. If the market continues to appraise earnings on the present basis, the resultant appreciation would likewise be 15 per cent. Over a year's time, an advance no greater than this would doubtless be disappointing to many in these days.

Can these expectant holders, then, look for much assistance through further upward revision generally of the price-earnings ratio? It hardly seems likely. On the contrary, maintenance of the ratio at the level so recently attained would

seem to be something of an accomplishment. A stock selling at eighteen times earnings is earning 5.6 per cent on its selling price. If two-thirds of its earnings are disbursed as dividends, the resultant yield is 3.7 per cent. Except in those cases where there is assurance of steady and rapid increase in earnings, a higher ratio is difficult to justify.

The period since the post-war readjustment has brought about changes entitling our securities to higher investment status. Among those which have had the most direct bearing on the valuation rate have been the following:

(1) This is an age of mass production with larger units, increased efficiency, greater economy, better distribution, and lower prices.

(2) Transportation is vastly improved, making for smaller inventory, more rapid turnover, less hazard, and greater profits.

(3) Labor and trade conditions are better; costly strikes and lock-

outs are less frequent.

(4) Standard of living is higher. The working classes have more money in their pockets, and more time in which to spend it.

(5) Attitude of the Government toward business is now less meddlesome and more helpful.

(6) Capital and financial position of the average large corporation is strengthened.

(7) Demand for common stocks is greater from the public, institutions, investment trusts, and European investors.

These developments, characteristic of the present decade, undoubtedly called for a new standard of values. The table shows that we have gotten it.

The ten years following the War will likely go down in history as a period of great change. Much of this change was reflected by corporate earnings that increased at an unusually rapid rate.

Further radical upward change in these two vital factors seems unlikely. If the price-earnings ratio does not advance further, the only other influence making for higher stock prices—corporation profits—will bear very careful watching.

'A comparatively small appropriation in the News **Home Modernizing Section** has brought us several thousand dollars worth of actual business."

Mitchell Mfg. Co.

Nationally Known Manufacturers of Plauaround Apparatus

THE WISCONSIN NEWS

HOME MODERNIZING SECTION

has proved a highly profitable medium for advertisers of building and modernizing materials.

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TO ECONOMICAL MARKETING TODAY



THE business of manufacturers today is to sell more goods, and to keep down selling costs; to make every dollar render its investor maximum sales return.

Markets are being required to show—not only great sales potentials—but an economy of selling expense as well.

Look to Philadelphia!

Where three million people work and live, and buy. Where the market is compact, and distribution costs are low.

Look to Philadelphia,—where one newspaper is read in nearly every home; where coverage is simplified for the advertiser.

600,000 homes . . . 548,573 daily sales of The Evening Bulletin. A coverage built through thirty-three years, entirely upon reader-confidence.

, 1020

DIDA

A leadership won by making a fine newspaper, and selling it upon its merit alone; without premium, prize or circulation contest.

A growth founded upon the confidence of its city, . . . of business . . . of the home.



Philadelphia's industries, year after year, produce about two billion dollars' worth of manufactured products for world markets. This diversification of industry tends to stabilize the earning and purchasing power of the Philadelphia home.

The character of its circulation, the completeness of its coverage, and the low rate, make The Bulletin an outstanding advertising medium.

Coupled with Philadelphia's natural advantages as a trading center, The Evening Bulletin offers the solution to economical marketing today.

The Evening Bulletin

City Hall Square

PHILADELPHIA

New York Office: 247 Park Avenue Chicago Office: 333 N. Michigan Avenue Detroit Office: 321 Lafayette Boulevard San Francisco Office: 681 Market Street

THE ST. LOUIS STAR

In the First Four Months of 1929
Attained a Daily Average
Circulation Far Greater Than
Ever Before Reached
In a Similar Period



151,482

Net Paid Daily Average For the First Four Months of 1929 An Increase of 11,420 Over the Same Period of 1928

In the First
Four Months of
1929, THE ST. LOUIS
STAR Gained 188,919
Lines, or 48%, in National
Advertising.

National Advertising Representative-George A. McDevitt Co.

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The Status of Advertising Agency Service to Advertisers

That Changing Requirements Are Being Met Is Not So Pertinent as Necessity to Understand Relative Importance to Advertiser of Service Functions

By C. D. Newell

President, Newell-Emmett Company

T seems to me that it is futile I to generalize either about the requirements of advertisers or about the degree to which agencies are meeting those requirements.

In the first place, the requirements of advertisers are almost as various as the characteristics of the advertisers themselves, and in the second place, the methods by which agencies are meeting those requirements are equally various.

And I believe that the degree to which an agent is meeting them lies not so much in the scope of his service as it does in the correctness with which he has diagnosed those requirements and has determined the relative importance to that particular client of each function that he has to offer.

There are advertisers so firmly grounded in their marketing policies, so thoroughly conversant with the characteristics of their buyers and so efficiently equipped to keep abreast with the times in every phase of their business that trade research and market analysis from the agency, except as a means to educate itself, would be like carrying coals to Newcastle.

To such an advertiser the agent must be essentially an interpreter, his most valuable counsel to that client will deal with how to represent the client's merchandise and policies to the public, and he will be meeting the full requirements of that advertiser if he sees to it that a large part, if not all, of the cost of his service is concentrated on that one function.

But that advertiser will not be getting what he needs the most from his agent if the character and value of his creative service and his creative counsel in its personnel or in the time spent upon it is limited because of the costs of some other phase of agency service that has no application to his par-

ticular needs.

On the other hand, there are advertisers whose products or whose sales policies may be so out of key with the conditions of their markets that there is nothing to interpret, nothing to advertise, until research and analysis have set up sound marketing policies and the machinery with which to operate them. The agency that takes pride and delight in the production of outstanding copy and who concentrates its service to that advertiser on that ability to the neglect of sound marketing work is not meeting its requirements and the advertiser is again forced to pay for a thing of undoubted value in itself, but largely ineffective in meeting his particular requirements

Between those two extremes there are innumerable variations and for each variation there is an opportunity for an agent to diagnose soundly and in relation to all the factors the real requirements of that advertiser as to agency service. And if that diagnosis is correct and forms the basis of the service, I think that advertiser's requirements will probably be fully met, regardless of the scope or the methods that may characterize the service.

So when your association asks me to describe to you how agency service is changing to meet changing conditions of advertisers, if you expect my answer to be in terms of Rolls-Royce account executives, wide-flung field forces, degree - bearing research staffs.

From an address made at the convention at French Lick, Ind., this week, of the Association of National Adver-

many-sided copy writers and onesided specialists, you are going to be disappointed, for I certainly am not going to stand up here and make a solicitation for my own astounding organization or for the even more astounding ones of some of my honored competitors.

Rather am I going to ask you to turn your back, for the time at least, on all that glittering array of facts and fancies that we agents try so hard to dazzle you with and consider with me the possibility that all of these interesting and really convincing developments of service that make it so obvious that we are changing to meet your changing requirements are not as important, or at least are no more important than that one requirement that has never changed at all -that requirement on both our part and on yours of an understanding as to the relative importance to you, not to us, of the various service functions that we have to offer.

Well, that sounds fairly obvious, too, as far as its desirability goes, but doesn't it very frequently get lost sight of in the relationships that we build with each other?

Because the agencies vie with each other in taking on new functions and new responsibilities, doesn't it sometimes happen that you advertisers blithely accept whatever is offered irrespective of the possibility that some of the things might be done as well or better by your own organizations, and sometimes isn't this at the risk of other functions which are of greater importance to you?

Agencies Are Meeting Requirements

Whatever difference of opinion there may be as to what your requirements are, I think that you will agree with me in believing that the agencies, with few if any exceptions, are trying sincerely and with considerable success, not only to meet such requirements as you are conscious of, but also, in many cases, to point out new ones.

And that, I believe, is a tendency that both you and we should be careful of giving too much encour-

agement to.

Because of this you may be sure the more functions an agency performs for you, the less cost can be applied to each function.

And remember that, as these functions increase in number and importance in agency practice, as they become greater factors of expense, so the necessity increases to spread their operations over all accounts, and the temptation increases to feed them to each client without relation to his relative needs and sometimes perhaps at the expense of a function that he needs a maximum amount of.

I have no doubt but what a statement such as that can be taken exception to by many agencies, and I have no doubt but what the danger that I have in mind is being recognized and met by most of

them.

Agency's Primary Functions in Danger

But at the same time, I believe that in this anxiety of ours, for which you advertisers are partly to blame, to stretch agency service to the very limit in the number of things that it does for you, there is a danger that the primary functions may not get all the emphasis that their importance warrants.

You and I can leaf over the pages of a great newspaper or a great magazine, and I think that we will agree that a very considerable number of the advertisers that are there today will be gone a year or two years from now. The successes we will always hear about, but the failures will pass away in silence.

Ill-advised planning, superficial copy, exaggerated expectations; service perhaps that touched everything from finance to factory but failed to concentrate its efforts on some crucial need.

It might be a good thing if each time an advertiser ceases to be an advertiser a death notice was placed in trade papers as a warning to us all. And think what a wonderful thing it would be if a postmortem could be held over each corpse and the cause of death determined by a jury of competent advertising men.

Fifteen or twenty years ago,

Without any its, ands, buts, exceptions or reservations . . .

—the largest circulation in America DAILY & SUNDAY

APRIL 1929; DAILY 1,322,521; SUNDAY 1,589,581

THE NEWS

NEW YORK'S PICTURE NEWSPAPER
25 Park Place, New York

Tribune Tower, Chicago Kohl Bldg., San Francisco

1929

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when an advertising agent made judgments and offered counsel that meant success or failure for an advertiser, he had to guess. His own experience was superficial and he had no background whatever of collective experience to draw on.

It is no wonder that in those days the advertising death rate was high. It speaks well for the sound, common-sense conservatism of those veterans that it was no higher.

But for every failure, someone gained experience. Someone learned, at least, what not to do

next time.

For a generation we advertisers and agents and advertising managers have presumably been getting wiser day by day, and teaching the young ones as they come along to be wiser than we were at their age.

And apparently, from the agents' standpoint, everything that we do for you advertisers now is done better than we used to do it and we do many more things than we used to attempt to do.

It would seem that it should be very difficult today for an advertising plan to fail.

Why is it that apparently so

many do?

Is the service that you seek and
we offer growing faster in its
breadth than in its depth?

When I hear, as I did not long ago, of two great agency organizations applying all of their wonderful facilities of research and specialization on the same advertising problem and coming out with answers that were so diametrically opposed to each other that one of them must be wrong, I wonder are we paying so much attention to new requirements and changing requirements, that we haven't time enough to put our greatest effort on that old primary requirement of a sound judgment as to how much to advertise, where to advertise, how to advertise and whether to advertise at all?

Doesn't it seem a little disturbing that with all the money that is being poured into advertising, all the experience that is piling up behind it, all the improvements in organization and technique; that so much advertising is still so very bad and so many advertising judgments so very unsuccessful in result?

Very sincerely do I believe that agencies today can give you advertisers almost anything that you want and if their principal obligation is to do that and do it in increasing measure, as the things that you want, or think that you want increase, then agencies by and large are meeting that obligations.

But while we are congratulating each other over the breadth of agency service and on its elasticity in meeting all of the changing requirements that we are so alive to, let us not forget that what an agency thinks about your problems must precede and control what it does about them, and that it is in the measure of that thinking that, after all, he meets the greatest and the oldest of your requirements—the requirement of making an advertising success.

Death of Fred B. Pitney

Fred B. Pitney, advertising manager of the Brooklyn Edison Company, Brooklyn, N.Y., for the last six years, died recently at that city at the age of fifty-two. He was formerly associate editor of the Journal of the American Bankers' Association and also was with the George Batten Company, now Batten, Barton, Durstine & Osborn. Mr. Pitney, also was for twenty years associated with the New York Tribune, part of that time as London and Paris correspondent.

D. B. Valentine Joins W. & J. Sloane

Denman B. Valentine, formerly assistant advertising manager of the Westinghouse Lamp Company, New York, and, more recently, advertising manager of the Devoe & Raynolds Company, Inc., of that city, has been appointed retail advertising manager of W. & J. Sloane, also of New York. He was, at one time, an account executive of George Batten Company.

Utah Oil Refining Company Plans Campaign

The Salt Lake City office of the L. S. Gillham Company, Inc., advertising agency, has been appointed to direct an Intermountain advertising campaign for the Utah Oil Refining Company, Salt Lake City. Newspapers, direct mail and radio will be used.

Without any its, ands, buts, exceptions or reservations

> —the largest circulation in America DAILY & SUNDAY

APRIL 1929; DAILY 1,322,521; SUNDAY 1,589,581

THE NEWS

NEW YORK'S PICTURE NEWSPAPER 25 Park Place, New York

Kohl Bldg., San Francisco Tribune Tower, Chicago

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Service—an Over-Worked Word— Still Worth Advertising

An Industrial Advertiser Makes Profitable Use of a Hackneyed Theme by Making Service Really Mean Something

By W. H. Pouch

President, Concrete Steel Company

THERE is perhaps nothing in business which has led to greater expectations and more disappointments than the advertising of "service." The word has been so much and so loosely used that it has come into wide disrepute.

Yet it is upon service that our business as distributors of reinforcing steel and fireproofing products is very largely founded and upon the satisfactory performance of our service facilities that its success

depends.

When in 1928 we reorganized our advertising we studied the various angles from which our products might be presented. While it is true that there are certain distinctive features about our products, both as to their inherent quality and as to their design for economies in use, at the same time they are all of a staple line which offered little for us on which to base a strong advertising appeal. On the other hand, because service is so fundamentally important with us and with our trade, we have spared no effort to develop it to its present high rate of efficiency.

During the fifteen years of our history we have progressed to the point where at the present time we have a chain of warehouses centrally located throughout the country, serving our customers with modern facilities and with an experience gained through years of close co-operation with them and an understanding of their requirements. With this as a background, therefore, we felt that in spite of

what we knew to be the existing prejudice against the hackneyed word, "service," it was the logical thing for us to use as the dominant note in our new advertising. We recognized our problem to be not only to present the matter in



How "Airspeed Service" Was Featured in the Concrete Steel Company's Advertising

such a way as to draw attention and create new interest in an old theme, but to break down skepticism formed through its abuse by others.

Our proposed advertising was to go to building supply dealers, with many of whom we already had an established reputation for quick deliveries. A dealer faces such conditions that he appreciates the imheme

Without any its, ands, buts, exceptions or reservations...

—the largest circulation in America DAILY & SUNDAY

APRIL 1929; DAILY 1,322,521; SUNDAY 1,589,581

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

25 Park Place, New York

Tribune Tower, Chicago Kohl Bldg., San Francisco

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portance of service. His contractor-customers look to him for deliveries as called for by the prog-ress of the job. The dealer must hold himself responsible for protecting the contractor against costly delays caused by waiting for material. And this he must do while operating on a minimum of stock, for such supplies as he carries run heavily into money. To the extent that such service is expected of him, he in turn must look to his own source for service.

Our aim, therefore, in this advertising was to impress upon dealers everywhere the fact that we are equipped to give them service enabling them to serve their own customers reliably and speedily, without being obliged to carry large stocks in order to do so.

Checking up on our warehouses and branch offices in eleven cities over the country, we found that the groundwork already was laid for an especially good service. The next step then was to build up a working spirit in these branches among our men and, when this was built, to get our advertising campaign under way.

Our officers travel their territory a good deal, so we began to spread the word of what was in our minds. In personal talks, we outlined the situation to local men and amplified the outline to show how each district manager could help his branch as well as the company as a whole by co-operating in what we planned. "Airspeed Service" we would call ours-a service geared to the times.

But no matter how closely branch managers worked with us, if their superintendents and men did not pull with them we would all lose out. Therefore we tackled warehouse superintendents chiefly by a series of letters, of which the following is one:

You will probably hear a good deal in the coming days—from your district manager, from salesmen and perhaps direct from customers—about AIRin the coming days—from your district manager, from saleamen and perhaps direct from customers—about AIR-SPEED SERVICE as applied to shipments from warehouse stock, and you will naturally wonder what it's all about—not that speed in serving customers is anything foreign to you, but AIR-SPEED SERVICE is going to strike you as something new. Which is just what it is. It is a new note that is. being struck in our advertising-

being struck in our advertising—we're gearing up our advertising to fit into our warehouses' capacity for service. We want people to know what our warehouses can do, about our ability to handle orders in jig-time and all along the line to satisfy and please our customers. I am enclosing an advance proof of an adventisement, which is the first of a series featuring AIRSPED SERVICE. This ad, and others in the series which will come to you a little later on, are being sent to you in order that you may know what's going on and especially in the hope that you might catch something of the spirit of this new advertising.

catch something of the spirit of this new advertising.

In preparing this series of ads we of course realized the part you would play in the fulfillment of the claims we are making, but at the same time we felt that in counting upon you to hold up your end of the game we were really not taking much of a risk. As a result of this advertising you and your warehouse organization will be put to the test and carefully watched! to the test and carefully watched to see whether or not our service really does measure up to what we say it is. We don't want to give anyone the least chance to kick.

chance to kick.

Of course we will come in for some good-natured "kidding" if our ahipments don't come through quite as fast as AIRSPEED, but the big idea is to get people talking about our service, talking FAVORABLY about it, and with just the right co-operation on your part they'll be talking about it as consistently the best service that can be had from any source of supply. any source of supply.

We found everywhere along the line that our men were interested, some of them had been using specially designed trucks to facilitate deliveries and the idea of an advertising campaign to give voice to the efforts these men were making struck a responsive chord. The proposed advertising really stimulated them, and as a result of our personal and mail efforts to interest them and play up their part in our business, we had them working with us from the very start.

In the fall of last year, then, we were ready to advertise our service to the trade as the distinctive feature of our organization, and in our first advertisement we announced: "And now comes AIR-SPEED Service, the exclusive product of the Concrete Steel Co." We used rather distinctive art work showing trucks speeding out in all directions from a red, central point-a design that made for an effective layout-and we made this characteristic of most of our campaign. Throughout, have drummed continually on the re ito

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one basic point we want to makethat when fireproofing and reinmaterials forcing are wanted quickly and on time, our company's

airspeed service will fill the bill. We aimed to establish this thought firmly in the builders' minds so that in later pinches their first thought would be to see if we could live up to our advertis-To see if we were gaining our objective, after running the campaign for several months, we sent out a four-page folder that reprinted two of the service adver-tisements. The letter itself was simple, saying merely that we were calling attention to Airspeed Service which gave the builder command of the unlimited resources of a chain of warehouses stocked with a full line of products, a service developed out of a long-time close contact with individual dealers and a thorough knowledge of every dealer problem. We offered to work out with the builder an outline of just how Airspeed Service would match his own requirements. Returns from this letter showed that the spirit of our advertising had been caught.

In November we were able to give a particularly dramatic proof of this advertised service. An unusual situation had been met, and we proceeded to tell about it in page space as follows:

At 5:30 p. m. on Friday the telephone

"Camden? New York calling. now 5:30. By tomorrow morning we must have 120 tons of 34" bars sheared to 40 foot length and laid on the dock here for foreign shipment - 4,000

One hundred and twenty tons of bars, sheared to length overnight at Camden warehouse in New York the . a customer neednext morning ing special service.

ing special service.
Every man stayed on the job. Trucks had previously been dispatched on an overnight run, leaving none available. But the work began.
By 4:20 the next morning, 120 tons of bars had been sheared to length.
At 4:30 they were bundled in regulation form for export. A special train had been chartered, and cars were in place.

At 4:40 the engine pulled in. Telephone and telegraph informed the railroad the exact moment of departure.

At 4:45 the train started. At 9:10 it was in Jersey City and lighters waited

to pick up the load.

The ship sailed on time with 120 tons

of Havemeyer Deformed Bars bound for

foreign shores.

Every man held to his post for a 30-hour stretch to make it possible and that's the spirit that makes for SERVICE!

From this we received fifty letters.

The campaign has continued. And we have received increasing proof that it has built up in the minds of prospective customers an impression that the Concrete Steel Company evidences a grasp of the needs of the trade, for when in the February 28 issue of a single engineering publication we offered something very specific, returns came in like an avalanche. What we offered to 30,000 readers of this publication was a practical manual for architects and builders on concrete reinforcements and economical methods and materials for placing, supporting, spacing and holding reinforcement in concrete structure. In the first seven days we received 337 requests for the manual.

Fundamentally, what we have done in this campaign is to offer our customers something they need above everything else - service. That the advertising of service had fallen into disuse from overuse, we did not care. Service is one thing in which we excel and which we can advertise, to the advantage and profit of our trade and our-That we were able to adselves. vertise it distinctively in business publications where one would expect the word to be buried and lost, and that we were able to arouse the interest of dealers surfeited with years of talk about service, is ample proof that no idea is too old or too overworked to do a good job if that idea really fills a basic need and can be lived up to fully by the company behind it.

Allis-Chalmers Reports Sales and Income

The Allis-Chalmers Manufacturing The Allis-Chalmers Manufacturing Company, billed for the year ended December 31, 1928, of \$46,294,561, compared with \$33,352,252 for 1927. Cost of alles was \$33,222,615 for 1928, against \$30,394,355 for 1927. "Income applicable for common stock" was \$2,393,909 for 1928, and \$2,605,019 for 1927.

A SERVICE TO MATCH EVERY NEED

This organization, though large, operates flexibly. It can meet the peculiar needs of each client with a service to match the need, because Batten, Barton, Durstine & Osborn, Inc., preserves that intimacy and informality of contact which creates favorable conditions for the best work.



ROLAND HINTERMEISTER
Assistant Account Representative
New York



GEORGE T. EAGER

Manager, New Business Departmen

New York



C. B. SLADE Writer New York



R. V. TITUS Account Representative New York



D. C. MANSON Writer New York



J. C. DOORTY Assistant Account Representative Buffalo



HAZEL PRESTON JENNEY Assistant Account Representative New York

BATTEN, BARTON, DURSTINE & OSBORN Incorporated

ADVERTISING

383 MADISON AVENUE, NEW YORK

CHICAGO McCormick Building 10 State Street Rand Building

BOSTON

BUFFALO

When Practical Jokers Order Merchandise for Their Victims

The Troubles of a Furniture Manufacturer and How He May Remedy Them

ROGERS-GANO ADVERTISING AGENCY, INC. OF ILLINOIS CHICAGO

Editor of PRINTERS' INK:

One of our clients makes a reading table, retailing for \$6.50, which he sells directly from the coupon on his advertisement.

tisement.

In the last few months he has been troubled by an epidemic of "practical jokers" who return the coupon signed with the name of some acquaintance. Our client sends the table, postpaid, for five days' free trial. Frequently, the recipient, feeling that the table has been sent to him without authority, refuses either to return the table or send in his remittance. his remittance.

his remittance.

Can you give us any information as to the law covering this form of perverted "humor," and tell us whether in your opinion it would be feasible or advisable to include in the advertisement a brief mention of the seriousness of using the mails for this purpose?

PROTECTION ADVERTISING AGENCY.

ROGERS-GANO ADVERTISING AGENCY.

IUNIOR in an Eastern college was much surprised, last winter, to receive an offer to become agent for a line of negro beauty preparations, including a hair straightener. Later, he received letters from an institution offering to cure him of the liquor habit. He was written by medical companies, saxophone manufaccemetery associations, matrimonial agencies and so on. One letter informed him that even though he was a dishwasher in a restaurant, his ambition to become a singer was commendable and outlined a way in which the instruction could be imparted.

It seems that the young man had gone to the town post office one evening with a fraternity brother and had remarked to the latter that he wished he could get some mail for a change. He began getting plenty of it in about a week; and even now, we understand, his mail is the heaviest in the college.

The story got around through the same subterranean channels that can carry a so-called funny anecdote from New York to San Francisco within a week; and we have heard of several similar instances since then, including one in an Iowa town. Thus, an old bewhiskered joke comes to life again and probably soon will run its course in its present aggravated form. Perhaps, in a year or so, somebody will again discover it as a new and untried method of having fun, and around it will go, once

Advertisers have learned to expect a great deal of this sort of thing and look upon it more or less philosophically. Not receiving responses from their letters and follow-up material, they conclude the inquiries came from curiosity seekers and charge the transaction up to the inevitable waste that comes from attempting to deal direct with the consumer.

The case brought up by the Rogers-Gano agency, however, is more serious. Here is a case where a manufacturer loses a considerable quantity of merchandise which he sells for \$6.50 per unit. He is being victimized and should

have some recourse.

It seems to us that the first step would be to complain to the Post Office Department. This is a plain case of misusing the mails, to say nothing of forgery and the obtaining of goods under false pretenses. A Government secret service operative might visit a few of these people who refuse to pay for the tables and, in a half hour's conversation, discover the real facts in the case. If the recipient of the table had sent in the order himself or had connived with somebody else to do it, he probably would be found out. If he had been a covictim of a joker, along with the manufacturer, he might have a pretty good idea who sent in his name. The investigation might or might not definitely involve persons; but just let it be known that such an inquiry is under way and the business of forging coupons would stop in a hurry.

We do not think a great deal of

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the plan of including in the advertisement "a brief mention of the seriousness of using the mails for this purpose." The selling power of the advertisement, in our estimation, would then be weakened seriously.

The publisher, though, could attack the evil editorially and point out that anyone misusing coupons in the way described could be accused of forgery, misuse of the mails, or obtaining goods under false pretenses-perhaps, indeed, of

all three.

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The best remedy of all, however, can be applied by the advertiser When he receives one of himself. these signed coupon orders he should check it back by means of a letter. The letter, in effect, could be something like this:

Your order for one of our reading tables, which you sent to us on a coupon you clipped out of (naming the publication) will receive our immediate attention. Meanwhile, will you be good enough to let us know whether we have your address correctly? Just fill in and sign the enclosed postcard, if you will, and return it to us. Then the table will be shipped, with the five days' inspection privilege which we mentioned in our advertisement. We thank you for your order and believe you will be for your order and believe you will be

A letter with some such approach could determine definitely whether the order were bona fide or sent in by a joker. The postcard could be an actual order blank.

The other alternative would be to use the coupon merely as a means of obtaining an inquiry about the table and then follow this up by letter. A preliminary credit investigation on each order would, of course, definitely determine its validity. But mail-order men do not find it profitable to make such inquiries when small amounts are involved, as in this case. The percentage of losses and fraudulent orders is small indeed. This makes the experience of the reading table manufacturer all the more mysterious. A publisher of a magazine, 60 per cent of whose advertisements contain coupons, tells us he has never received a complaint of this kind from any of his advertisers .- [Ed. PRINTERS' INK.

"Machine Design" to Appear in September

The Johnson Publishing Company has been organized at Cleveland by Franklin H. Johnson, formerly Western manager of the American Machiniet, to publish Machine Design, the first issue of which will appear in September. The new business paper will be published monthly for executives will be published monthly for executives and engineers responsible for the creaand engineers responsible for the creation and improvement of machines. Its page size will be 9 by 12 inches and its type-page size will be 7 by 10 inches. Chester H. Jones, at one time Western manager of Chemical and Metallurgical Engineering, will be Eastern district manager of Machine Design with headquarters at New York.

Auburn Automobile Advances N. E. McDarby

N. E. McDarby has been appointed director of sales of the Auburn Automobile Company, Auburn, Ind., a newly-created position. Harry L. Brinck has been appointed sales manager of the Auburn division of the company. Mr. McDarby has been with the Auburn organization for five years and Mr. Brinck, who has been supervisor of district sales managers, joined the company last year. company last year.

Holt Hollinger with Leonard Refrigerator Company

Holt Hollinger, for the last five years in charge of advertising and sales promotion of the Battle Creek Food Company, Battle Creek, Mich., has joined the Leonard Refrigerator Com-pany, Grand Rapids, in a similar capacity.

Globe Manufacturing Appoints P. J. Daniels

P. J. Daniels has been appointed sales and advertising manager of the Globe Manufacturing Company, Battle Creek, Mich., manufacturer of car washers and air equipment for garages, auto laundries and filling stations. He was recently with Lubrication Devices, Inc.

To Publish "The Art Devotee"

The Art Devotee, a quarterly magazine and directory, will start publica-tion at New York on June 3. Officers of the publication, which will be de-voted to all branches of art, are: Byron Scott Dickson, editor; R. Jay Fields, general manager; G. K. Wil-liams, advertising manager.

Self-Winding Watch Account to Cowan & Dengler

The Perpetual Self-Winding Watch Corporation, New York, has appointed Cowan & Dengler, Inc., New York ad-vertising agency, to direct its adver-tising account.

and how FAIRCHILD helps the Merchant to meet it

HE retail merchant's function is that of both creating and meeting demand. Upon his ability to do both his success depends. In this day when style changes dominate his markets he must have timely, accurate, complete information or he will fail not only in meeting competition, but in anticipating his customers' desire.

It is the business of the Fairchild Publications to gather and to present that information. A corps of expert reporters, flung clear across the globe, covers every phase of demand.

The Fairchild staff studies men and women by the thousand on streets and in fashionable gathering places and compiles invaluable statistical studies of "what they are wearing," so that the merchant may know the precise trend of demand for fabrics, for colors, for styles and for every variant, of every style - every cut of sleeve, of collar, of pocket.

The Fairchild staff studies displays and windows. It re-

The FAIRCHII

CHICAGO WASHINGTON

BOSTON ROCHESTER PHILADELPHI LONDON

WOMEN'S WEAR DAILY The Retailer's Newspaper 29,634 net paid (ABC)

STYLE SOURCES The Authority on Feminine Styles 21,268 net paid (ABC)

FAIRCHILD'S INTERNATIONAL (PARIS) An International Textile and Style Monthly-8,000 distribution

MAN-and his clothes-LONDON British and Continental Style New 11,000-over 9,000 net paid

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"The merchant's success . . . is dependent primarily upon his ability to supply the needs and desires of his customers.

"Every activity of the merchant is colored by this imperious necessity. The merchandise he selects and stocks; the conveniences he installs in his store; the arrangement of his displays and windows; his credit and delivery service -all are influenced by the pressing necessity of holding his customers and supplying whatever they may like in his line.'

> -From an address delivered by Ralph Borsodi at the I. A. A. Convention

ports on store arrangement and conveniences. It writes up store systems and methods. No phase of demand, no measure devised by merchants to meet that demand, escapes the eye of the Fairchild news staff.

Because merchants rely on the Fairchild Publications for information in meeting "this imperious necessity" these publications are read with an intensity and thoroughness unusual in any kind of paper.

A better conception of who reads the various Fairchild Publications can be gained from an examination of the report of our Marketing Research Department, called "Textile Apparel Data." It is available on request.

AST 13th STREET, NEW YORK, N.Y.

PHIAT. LOUIS BERLIN LOS ANGELES VIENNA

PARIS BRUSSELS

DAILY NEWS RECORD xtile-Apparel News and Ideas 12,885 net paid (ABC)

MEN'S WEAR The Men's Style Authority 14,385 net paid (ABC)

FAIRCHILD BULLETINS LONDON-PARIS

RETAILING A Weekly Newspaper of Modern Distribution Methods Established, Jan. 5, 1929

FAIRCHILD TRADE DIRECTORIES of the Textile-Apparel Field

FAIRCHILD TEXTILE-APPAREL **ANALYSIS**

For a Prize Nobody Wanted

How a Selling Force Broke Selling Records for a Reward Worth 20 Cents

HERE is a description of

test-that is, successful when

judged by the standards by

which these contests are usu-

ally measured. A prize was

offered that was worth no

more than 20 cents and, to

boot, was something that

wanted. Purely and simply,

On page 76 of this issue

veteran salesman rails

He insists that sales

against this very type of con-

executives who plan and run

contests of this sort are

leaders - not

What's the answer?

it was a pep-up affair.

none

cheer

managers.

of the men really

a successful sales con-

SSEMBLE a brand new sales crew of ten or a dozen men, strangers to each other. Before they have become well acquainted, stage a sales contest in which the grand prize—and the only prize is something of little value and something, besides, that none of the

men really wants. What will be the result?

"You will find," says W. M. Tem-"that among ple, the grown men zest in competition still survives. "still holds, prevails among men as it did in the days when we played baseball all day long, in the hot sun and with our every ounce of energy, without thought of compensation except the glory of winning."
Temple

speaks from experience. He is sales manager of the Washington, D. C., district of the Insulite Company, and his salesmen have just emerged from a sales contest during which, collectively, they sold, to new dealers, 966,000 square feet

of insulating material.

For two months Mr. Temple's salesmen fought each other, freefor-all style. They fought for sales and for a grand prize. And the grand prize, ceremoniously awarded, was one box-not a carton, but a single box—of cigarettes worth 20 cents.

The money value of the prize was absurd, and the men so regarded it. But aside from its absurd intrinsic value, the prize was funny because of what it was. territory of Mr. Temple's district lies in America's cigarette-producing region-a region in which, thanks to local sentiment, no brands of cigarettes except home-grown brands are wildly popular. Yet the grand prize of the two-month contest was an imported article!

Nevertheless. the Washington district salesmen fought for that prize-and fought hard. And they proved, Mr. Temple believes, "that

in a contest, the prize is of no consequence, for what appeals to the contestants is the glory of winning it."

Because the prize was funny, there was humor in the contest bulletins that, throughout the two-month battle, went out from Mr. Temple's office to the men. The opening announcement read like this:

Considering that everybody is talking about inauguration, we have decided to do a little inaugurating our-selves. We hereby in-augurate a New Dealer Washington Division,

Contest in the

Contest in the Washington Division, beginning March I and closing at midnight on May 4.

The grand prize will be one box of genuine, gold-tipped Cigarettea. Each new account counts one point.

Presentation of the prize will be made

Saturday, May 11.
There are no rules and no reserva-There are no rules and no reserva-tions. The contest is open to anyone in the Washington Division. Now you have all the details. On your mark. Get set. GO!

A later bulletin broadcast this:

Next week we're going to publish e figures on the standings of the

gold-tipped Cigarettes.

Floyd, in Raleigh territory, is all broke out with new business and going strong. He closed an order for 66,800 feet at 3 o'clock in the morning.

Every bulletin mentioned solemnly those genuine gold-tipped load. And ject a Char

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And this: The of the proud gold-tip much

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cigarettes, and one in particular took a handful of cigarette slogans as its theme-thus:

Reach for a Lucky, instead of a seat. Walk that mile. Ask Dad, at the lumber yard; he knows.

Don't be satisfied— Until he coughs up for a car-

Another bulletin got into its subject as follows:

Charlotte, North Carolina, always will be remembered as the birthplace of the Mecklenburg resolution—the fore-runner of the Declaration of Indepen-

Well, there's a boy down there named Claude Eyans who made himself a reso-lution to capture this package of genu-

Another broadcast led off like this:

The first half of the second month of the New Dealer Contest leaves the proud possessor-to-be of these genuine gold-tipped Cigarettes very much in doubt.

And it concluded with the following, remarkable testimonial:

Cy Scrivens, the champion horse shoe pitcher of Cheraw, N. C., says: "Since I quit amoking homespun and

took up Cigarettes, the family don't have to move outdoors. don't have to move outdoors.
Cigarettes steady my nerves and improve my aim and I ain't missed a cuspidor once since I started amoking

Another bulletin carried, marginally, a want-ad-so:

Zeb Crawford, the up-to-date proprie-tor of the Mingto Hollow Rip-saw and Grist Mill, announces that on Saturday

he will offer:
four bags of oats,
six sheets of wall board,
a large-size bottle of mucilage,

a haircut and a pint of corn liquor ALL-for--\$4.89 -Advt. must be mean corn," opines "Sure Bob Williams.

The Washington district contest followed a similar Insulite contest that was nation-wide—a battle that was won by the Metropolitan District (New York) with a total

of 340 points. Figured on the same basis, the men in Mr. Temple's district, in their own little family affair competition for the genuine gold-tipped cigarettes, rolled up a total of sales that topped New York's showing by 626 points.

"And," Mr. Temple adds, "we had a whale of a lot of fun!"

Bertolet, Hanson & Lemon, New Business

New Business
C. D. Bertolet, for many years general manager of national advertising, with headquarters at Chicago, of the St. Paul Daily News and the Clover Leaf Weeklies, bas organized, at Chicago, the firm of Bertolet, Hanson & Lemon, publishers' representatives. The new organization will represent both the News and the Clover Leaf papers.

Harris V. Hanson, for the last six years with the G. Logan Payne Company, will be in charge of the New York office. T. C. Lemon, formerly with the St. Paul Daily News and for the last eight years with the Chicago office of the Clover Leaf publications, is the third member of the firm.

In addition to its Chicago and New York offices, the new firm will be represented in St. Paul, Kansas City, San Francisco, Los Angeles and Seattle.

C. C. Winningham, Director, Hudson Motor Company

C. C. Winningham, president of C. C. Winningham, Inc., Detroit advertising agency, has been elected a member of the board of directors of the Hudson Motor Car Company, of that city, manufacturer of Hudson and Essex automobiles.

At one time, Mr. Winningham was advertising manager, and subsequently director of sales, of the Hudson Company. Previous to that, he was with Lord & Thomas, now Lord & Thomas and Logan. He organized the C. C. Winningham agency ten years ago.

R. B. Roos Joins Columbus, Ohio, Agency

Raymond B. Roos, for the last three years advertising director of the Fort Wayne, Ind., News-Sentinel, has joined the Mumm-Romer-Jaycox Company, Inc., Columbus, Ohio, advertising agency. He was, at one time, sales manager of the Solar-Sturgis Manufacturing Company, Chicago.

Advanced by Lyddon, Hanford & Kimball

Atherton Pettingell, for the last year an account executive with the Roches-ter, N. Y. office of Lyddon, Hanford & Kimball, Inc., advertising agency, has been appointed a vice-president of that

May 3

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PADIO

RADIO conditions in Pittsburgh are ideal. Four splendid stations ... KDKA, WCAE, WJAS and KQV... offer excellent programs to a radio minded public ... and one of the world's most productive advertising mediums ... The Pittsburgh Press ... offers radio manufacturers the opportunity for maximum sales at one low advertising cost.

HERE are a few 1928 Proofs . . .

- ...In 1928 (and in 1927 as well) every radio set advertised in Pittsburgh was advertised in The Press.
- ...In 1928 The Pittsburgh Press carried almost twice as much radio advertising as both other Pittsburgh papers combined.
- ...In 1928 twenty (20) national radio accounts ran exclusively in The Press in Pittaburgh.
- ...In 1926 The Press carried almost three times as much dealer tie-up advertising as both other Pittsburgh papers combined.

AND, here is some more recent evidence that "The Press has the Habit of Producing Results"

... O-M-C Supply Company, distributors for Bosch Radio, with exclusive copy in The Press during February and March, 1929, increased their sales volume 110% over the same period of 1928. Hamburg Brothers, distributors for Majestic Radio, ran a 12-page section in The Press on Sunday, March 24. They had distributed fifteen carloads of Majestic Radios between March 18 and March 24. The demand, as a result of Press advertising, was so great that before March 39 Hamburg Brothers were forced to order an extra immediate shipment to take care of their sales requirements.

1929



The Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER
Member And it Bureau of Circulations and Member of the United Press

National Advertising Departments

NEW YORK-CHECAGO-PHEADELPHIA DETROTT-LOS ANGELES SAN FRANCISCO-ATLANTA-BALLAS



Sales Managers or Cheer Leaders?

An Old-Time Salesman Takes Some Hefty Swings at Certain Types of Sales Contests

By a Veteran Salesman

AM a middle-aged man. I have been a salesman for many years. I call upon many of the leading citizens in each community I visit. I own my home, have grown children, and am a member of the board of education of my home.

Last evening, on returning home

after a very trying fifteen-hour day, I found awaiting me a red and blue envelope with a picture of a ball and bat on the outside. On opening it I learned that I had been appointed short-stop on a "baseball team." There are several teams in the "league," and play has begun. member of our sales force has already made a "home run" by landing a \$10,000 order.

Not long ago we had a boat raceand each man received from the sales manager

"bend-to-the-oar" letters. When it was over we had a dinner, sang songs, presented prizes and showed the sales manager a brand of enthusiasm which must have carried him back five years to his dear old college days.

And so it goes. We have raced horses, airplanes, automobiles and motorcycles, and we have played every game from tiddlety-winks to hop-scotch. This continuously making a game of selling is beginning to pall on even the youngest of the sales force. And so I rise to suggest that there are in this country thousands of salesmen who are getting pretty well fed up with games,

pep letters and other trick propaganda that many sales managers are using too largely as a substitute for resourcefulness.

Games and contests are easy to stage and require little ingenuity. It is always easier to organize a football team than it is to tell the members of it exactly what to do

to make a good score. Games, prizes, contests, and such things undoubtedly have their place, but I believe that too frequently they are used as a cure-all. Too often sales managers, when sales languish, organize a contest and call it a day.

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I often think that the sales manager whose whole bag of tricks consists of games, contests, and pep letters is really not an executive but a cheer leader. Now cheer leaders have their place, but nobody makes the mistake

makes the mistake of supposing that they plan the plays, train the team, or furnish any other constructive help. Their job requires no preparation beyond procuring some funny looking clothes and a megaphone. They burn no midnight oil planning plays for their own team or studying the strategy of their competitors. They simply lead the yelling. One new play, one new method of advancing the ball, one defensive formation that will stop the opposing team is worth more than all the yelling that will be done by all

the cheer leaders in the world between now and next Christmas. And, all you sales managers who

WEVE been expecting this article for a long time. Consequently, we were by no means surprised when we found it in the morning's mail. Our only astonishment is that it was so long in coming and that, perhaps, is due to the fact that most salesmen are better with the tongue than with the pen.

Now that a member of the traveling fraternity has stood up in meeting to lash certain types of sales contests, we wonder what the sales managers who use these contests will have to say.

An article on page 72 of this issue is very much to the point in connection with this same subject. SI

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spend all your business hours watching thermometers rise, forts being demolished, toy airplanes encircle toy globes, pasteboard boats racing on purple rivers, listen to this: One good sales argument, one new method of interesting a prospect, one real constructive suggestion of any kind is worth more, to some of us at least; than all the games of ping pong or pom pom pull-away that have ever been played to make a rip-roaring holi-

Think it over, you sales managers—are you really functioning as sales managers, or are you merely cheer leaders?

Postum Company Elects Vice-Presidents

Ralph G. Coburn, formerly vice-president in charge of production, and Edwin E. Taylor, vice-president in charge of sales and advertising, have been elected executive vice-presidents of the Postum Company, Inc., New York.

Other vice-presidents elected are: Ralph Starr Butler, formerly general advertising manager, vice-president in charge of advertising; Clarence Francis, formerly general asless manager, vice-president in charge of advertising; Clarence Francis, formerly general sales manager, vice-

Other vice-presidents elected are:
Ralph Starr Butler, formerly general
advertising manager, vice-president in
charge of advertising; Clarence Francis,
formerly general sales manager, vicepresident in charge of sales; Austin S.
Igieheart, formerly in charge of production of Igleheart Brothers, Inc., now
a Postum subsidiary, vice-president in
charge of production, and Charles W.
Metcalf, recently appointed director of
purchasing of the Postum Company,
vice-president in charge of purchasing.

H. B. Means Joins Doyle, Kitchen & McCormick Agency

H. B. Means, formerly with the C. P. McDonald Company, Inc., New York advertising agency, has joined Doyle, Kitchen & McCormick, Inc., advertising agency of that city, as an account executive.

Michael Gore, Advertising Manager, "The Boys Buyer"

Michael Gore, formerly with The Hopp Press, New York, has been appointed advertising manager of The Boys Buyer of that city. He will also co-operate in developing the promotion of that publication.

New Account for Young & Winn Agency

The Geneva Organ Company, Geneva, Ill., has appointed Young & Winn, Inc., Chicago advertising agency, to direct its advertising account. Business publications will be used.

Life Insurance Sales for April Show Gain

New life insurance sales of all classes for April amounted to \$1,122,303,000, against \$1,032,404,000, for April 1928, an increase of 8.7 per cent. For the first four months of this year, total new business amounted to \$4,289,590,000, against \$3,977,529,000 for the corresponding period of last year, an increase of 7.8 per cent.

These figures are based on a report of the Association of Life Insurance Presidents and aggregate the business,

These figures are based on a report of the Association of Life Insurance Presidents and aggregate the business, exclusive of revivals, increases and dividend additions, of forty-four member companies which have 82 per cent of the total volume of life insurance outstanding in all United States legal reserve companies.

Frederick Beers, President, National Biscuit

Roy E. Tomlinson, who has been president of the National Biscuit Company, New York, Uneeda Biscuits and baking products, since March, 1917, has been elected chairman of the board of directors of the company. Frederick Beers, manager of the production department since April, 1921, and vice-president since April, 1928, has been elected president, a member of the board of directors and a member of the executive committee. Mr. Beers has been with the National Biscuit Company for twenty-five years.

H. J. Meyn Joins Waller Carson & Company

Henry J. Meyn, formerly director of research of Klau-Van Pietersom-Dunlapyounggreen, Inc., Milwaukee advertising agency, has joined Waller Carson & Company, Milwaukee, investment counsel. He will be in charge of chainstore and merchandising statistics.

New Account for Kelly, Spline & Watkins Agency

The Curran Laboratories, Inc., New York, beauty preparations, has appointed Kelly, Spline & Watkins, Inc., advertising agency of that city, to direct its advertising account.

D. E. Moran, Jr., Joins Export Advertising Agency

Daniel E. Moran, Jr., formerly managing director of the London office of S. S. Koppe & Company, Inc., New York, has joined the Export Advertising Agency, New York.

Joseph Immel with San Francisco "News"

Joseph Immel, for five years with the San Diego, Calif., Sun, has joined the advertising department of the San Francisco Now. The AKRONARIA

-The area of Akron's Business Influence

BEING a compendium of useful information about Akron and Akronaria, published E.O.W. as a part of "Printers' lnk" by The Times-Press, of Akron, O.



ISSUE OF MAY 30, 1929

NO. 9

THE TIMES-PRESS

WE'RE PROUD

THE Times-Press prints the best stock and financial pages in Akron.

Most complete, they report the activities of every important market in the United States.

Most accurate, they have become the dependable source of financial information of all the people of the Akronaria.

Each day there appears a review of recent happenings by authorities well known in the financial world.

Tables are printed for the New York Curb, Bond, and Stock Markets. Produce markets, foreign as well as domestic exchanges and special markets, complete and up-to-press-time data of interest to the people of the Akronaria appears regularly in the Times-Press.

Newspaper readers have learned of this Times-Press feature, and follow it daily.

And that's one reason why your advertising pays so well in this newspaper—it is read by people who have money to spend!

A NATION-WIDE SCOOP

THE Times-Press scored another important national news-beat last month!

Announcement that the Rubber Institute—Gen. Lincoln C. Andrews, Director—would be abolished by the great rubber factories, appeared first in the Times-Press, and was later reprinted in newspapers all over the United States.

Here is convincing evidence of the friendly feeling Akron's business leaders have for the Times-Press. Here is proof that the Times-Press truly reflects the spirit and business activity of the Akronaria.

We repeat: The story was given to the Times-Press first!

NEW ACC'TS

RECENT national schedules received by the Times-Press follow: "Sohio Gas", placed by H. K. McCann Co.; "Steinite" Radios,

placed Co.; Dorla graph "Hoo Wase Co. ti Sprin

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placed thru the Edward H. Weiss Co.: Ambassador Hotels thru the Dorland Agency: Columbia Phonograph Co. thru Young & Rubicam; "Hoover" Sweeper thru Erwin, Wasey & Co.: International Paper Co. thru Marschalk & Pratt: Kelly Springfield Tire, Gardiner & Wells; "Moones" Emerald Oil thru Johnson Advertising & Sales Service : Radium Appliance Co. thru Dake-Johanet; "Sir Walter Raleigh" cigarets thru Batten, Barton, Durstine & Osborn; "Orange White" hand lotion, and "Abram Clark" cigars.

Times-Press lineage records for 1929 continue to better 1928 records when the Times-Press published 15,985,382 lines of advertising. The April figures of 1928 compared with the same month figures of a year ago follow:

TIMES-PRESS LINEAGE FIGURES FOR APRIL

	1929	1928
Local	1,121,218	1,004,612
National	283,962	258,272
Classified	137,172	131,502
Total	1.542.352	1.394.386

5 THE CITY GROWS

THE village of Ellet and the Municipal Airport became corporate parts of Akron last month. The two areas, comprising almost six square miles, add a population of approximately 5,000 people to the city of Akron.

The city boundaries now encompass 39.64 square miles of territory. On Jan. 1, 1928, there were only 26.67 square miles in Akron.

FREE

Write the Times-Press for a copy of its monthly report on Akron business -conditions.

Akron Is Not in the Cleveland Market - It Stands Alone

RES

Represented by the National Advertising Department, Scripps-Howard Newspapers, 230 Park Ave., New York; 400 N. Michigan Blvd., Chicago; Detroit, San Francisco, Los Angeles, Atlanta, Philadelphia





SCRIPPS-HOWARD

Walking Among Our Legendary Contemporaries

An Industry Grows from Dreams to Millions in Thirty Years

THIRTY years ago they were men in overalls intensely interested in that wholly impractical thing, the horseless carriage, Or perhaps, like Walter P. Chrysler, they were working in railway shops. Or, like John North Willys, owners of sporting goods shops. Or like W. C. Durant, in

the carriage business.

One by one, however, they began to dream of railless transportation. The internal combustion motor had been used by Carl Benz to propel a carriage through the streets. Canny Selden, as far back as 1879, had seen possibilities and had drawn up patents, although he never tried seriously to develop his own car. Yet his foresight caused one of the most famous patent suits in history and did much to make Henry Ford a na-

tional figure.

Change the name of Detroit to Goldfield, change the name of automobile to gold mine and the story reads much the same. The automobile industry was a Golconda and at the first only a few men had the vision to see it. The history of the industry is full of bankers and lawyers who were too wise to invest in Ford or General Motors, of investors who put their money into automobile stocks and congratulated themselves when they were able to sell those stocks for half of what they cost only to wake up a year or so later find they had thrown away millions.

James Couzens invests \$2,400 and within a few years sells out for \$29,308,858. The decision of Morgan lawyer costs that eminent financial house \$200,000,-000. Benjamin Briscoe comes from obscurity, sits on the top of the heap for a few years and then departs into obscurity. Alexander Winton sells the first gasoline automobile in the United States, has opportunity fairly in his hands and lets It slip away. The Whites develop the steam automobile and

guard the patents so jealously that they discourage others from entering the steam field. A few years later they find themselves bucking the industry almost alone because they have no influential friends making steam cars and finally go into the gasoline automobile field themselves.

The automobile industry is full of stories like that, stories that make us realize that some of our contemporaries have already become legendary. Today there is a Ford myth which has all of the vitality of the Washington myth and yet Ford is still such a vital force in the industry that his every motion is watched closely by each manufacturer in the industry. men who made millions from shoestrings and the men who had millions and lost them; they are all in the picture.

Theodore F. MacManus and Norman Beasley have told some of the legends of the industry in "Men, Money and Motors" (Harper & Brothers). It is a breathless story and the authors have been wise enough not to attempt a considered history of the industry. Historical methods can never give the spirit of anything which has grown as the automobile industry has grown. Try to imagine Chan-ning writing the history of Troy, Beard telling the story of Aeneas.

Leland, Joy, Chrysler, Fisher,
Durant, Willys, White, Franklin,
Jewett, Ford, Metzger, Hupp,
Olds, Jordan, Winton, Selden,
Dodge, Graham, Chalmers, Couzens, Haynes, Sloan, Kettering, Chandler, Nash, Duryea-those are a few of the men who have made the automobile industry. In the pages of this book they are figures of reality, and yet how often they seem irrational. They made their mistakes. It is doubtful if any of them at the start realized the future of the force with which they were playing. Yet they played, sometimes feverishly, sometimes cautiously, somey

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How Some National Advertisers Are Speeding Up SALES

How Can You Use Rotogravure In Your Business?

You'll Find The Answer In Our New Book

ORE ADVERTISERS are using rotogravure this year to speed up their sales than ever before. They are discovering the greater effectiveness of this pictorial printing process which enables them to use pictures for split-second sales messages.

In a steady stream, 24 hours a day, the Art Gravure plants at New York, Cleveland and Chicago are pouring forth millions of copies of rotogravure sales messages for hundreds of advertisers, in the form of broadsides, tabloids, booklets, folders, house magazines, catalogs and catalog inserts.

Those who sell products or services that are not shipped in packages, as well as the many who do, are utilizing this pictorial advertising to speed up their sales.

ART GRAVURE

DESIGNERS and PRINTERS of ROTOGRAVURE ADVERTISING



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Our new book, "Sold at First Sight," will show you how you can use rotogravure profitably in your business....We want every user of direct advertising to have a copy....Use the coupon on the back page of this insert today to obtain your copy.

CORPORATION

General Offices: 406 WEST 31st STREET, NEW YORK
Telephone, Chickering 8655

NEW YORK BOSTON CHICAGO
PHILADELPHIA CLEVELAND

Rotogravure Sales Ideas

N our new book, "Sold at First Sight," we show how advertisers in a wide range of industries are using rotogravure—and how you, too, can use it.

How any form of direct mail literature may be reproduced in rotogravure, how any product or service may be merchandised with pictures, how style, quality, beauty and durability are all conveyed by rotogravure are shown in our new book.

Send for a copy of the new book today. You will find some ideas that you can put right to work in your business.

ART GRAVURE CORPORATION

DESIGNERS AND PRINTERS OF ROTOGRAVURE ADVERTISING
General Offices: 406 West 31st Street, New York, N.Y.

NEW YORK · BOSTON · PHILADELPHIA · CHICAGO · CLEVELAND

Clip, sign and mail coupon below today for your copy of the new rotogravure book, "Sold at First Sight."

ART GRAVURE CORPORATION

406 West 31st Street, New York, N.Y.

Without obligation, please send us a copy of your new book, "Sold at First Sight," as offered in Printers' Ink, May 16, 1929.

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times winning, sometimes losing. Eventually most of them won

largely.

It is surprising, considering Mr. MacManus' experience, that advertising receives so little mention. Yet it is probably just as well. Advertising, in spite of its critics, depends so little upon blue sky and so many of the automotive pioneers lived on blue sky. In another book Mr. MacManus has told more about advertising and the automobile industry and it is to this book that you must turn if you are looking for the merchandising story of the industry.

In "Men, Money and Motors" we have rather a history of personalities. It is a story of battles, defeats and victories. Yet the bitterest enemies in the industry were in reality working together to fill the roads with means for cheap

transportation.

No one any longer questions the fact that the automobile industry has revolutionized modern life, socially and economically. It is well that the stories of the pioneers should be told before those pioneers have already passed from the stage, that people should realize these automotive leaders achieved greatly because of their courage and vision-and their luck.

Death of E. B. Earhart

Earle Barclay Earhart, vice-president of Robert H. Foerderer, Inc., Phila-delphia, died on May 23 at that city. He was in his thirty-fifth year. Formerly in the advertising agency business, Mr. Earhart joined Robert H. Foerderer, Inc., in 1924 as assistant to the preddent. Shortly afterwards to the president. Shortly he was made vice-president.

Vici kid was The merchandising of Vici kid was personally responsible for creating and executing many of the company's selling policies during the last several years.

Buy Salt Lake City "Citizen"

The Salt Lake City Utah, Citizen, a weekly, has been sold to a group of Utah business men, who will publish it hereafter as The Westerner. The editorial contents of The Westerner will stress the development of the West. David W. Evans, vice-president of Stevens and Wallis, Inc., Salt Lake City advertising agency, will be active manager of the publication for the present. The size of The Westerner will be 8½ by 12 inches. by 12 inches.

Window Space Problem Growing in Complications THE PEPSODENT Co.

CHICAGO

Editor of PRINTERS' INK: I have your letter outlining the plan of the independent druggists of Mon-mouth County, New Jersey, to charge

for window space.

Some manufacturers now find it advisable to pay for such space. We have never found it advisable to adopt any such plan. Some of the chain stores have charged for space, but we have never bought space in any window.

have never bought space in any window, either chain or independent.

Perhaps if the independent druggists of Monmouth County are sufficiently organized to give the co-operation to a manufacturer that he is entitled to on the basis of his campaign, they may be quite successful. Usually the chain stores receive pay for window displays, merely as a subterfuge for extra co-operation which the chain is able to offer.

This question of payment for window This question of payment for window space is becoming more complicated all the time and it is hard to foresee just what the final results will be. I personally fail to see why a manufacturer should be expected to pay for window space. He should furnish display material, but not buy the space.

HABLOW P. ROBERTS,

HABLOW P. ROBERTS,

HABLOW MANAGET.

Advertising Manager.

General Motors Reports Quarterly Sales

The report of the General Motors Corporation for the three months ended March 31, 1929, which supplements a preliminary statement issued in April, shows net sales for the period amounted snows her sales for the period anomaly to \$385,129,900, against \$358,967,794 for the corresponding period of 1928. Net income for the first quarter was \$60,317,514, compared with \$67,567,149 for the same period last year.

New Account for AW-Advertising, Inc.

The House of Stewart, Inc., New York, china, glass, etc., has appointed AW-Advertising, Inc., of that city, to direct its advertising account. News-papers will be used.

Made Vice-President of E. H. **Tacobs** Company

Donald K. White, sales manager of the E. H. Jacobs Manufacturing Com-pany, Danielson, Conn., has been elected vice-president in charge of sales of that company.

D. J. Gillies with Cowan & Dengler

D. J. Gillies, formerly with The Blackman Company, New York, has joined Cowan & Dengler, Inc., New York advertising agency.

A Reader Interesth constantly

During the first four months of 1929, the editors of Capper's Farmer received 305,142 letters—a gain of 17.3% over the number of responses from readers for the same period of 1928.

In the month of April, 1929 alone, letters from Capper's Farmer readers



totaled 70,915. A really remarkable response for that

Sell this territory thru

Cappers

PUBLISHED IN TOPEKA, KANSAS, by RTH

920

esthat is tlyrowing —

time of the year
— the season when
farm work is beginning in earnest.



These gains in reader response are a true indication of how closely Capper's Farmer and its well-balanced editorial material is attuned to the interests, problems and aims of the farm folks of the great and prosperous Midwest.

M. L. CROWTHER
Advertising Manager
Graybar Building
New York City

Farmer

, by RTHUR CAPPER :: Circulation Over 860,000

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No other publication tells so much of the developments of American business.

HENRY D. SHARPE

President Browne & Sharpe Mfg. Co. Providence, R. I.

Why We Won't Select an Advertising Agent for You

Editor of PRINTERS' INK:

If you are able please specifically recommend advertising agencies in Cleveland that have been notably successful with mail-order advertising and particularly of specialties. There is no way to locate them as they do not seem to believe in advertising themselves. selves.

Editor of PRINTERS' INK:

The writer was very much interested in an article appearing in your May 3 issue by W. Livingston Larned, entitled "Make Your Name Plate Work for You." Could you advise us the name or names of artists in New York City who do this class of work?

We are likewise interested in obtaining from you the names of a few ad-

ing from you the names of a few advertising agencies in New York City, preferably ones not too large that might be interested in handling a small ac-

Editor of PRINTERS' INK:

Editor of PRINTERS' INK:

We have a new product to advertise
but we do not feel we can afford to
advertise it through any of the national publications. We should like to
discuss with someone the advisability
of conducting trial advertising in, say,
New York City or in New York City

vicinity. Will you please give us the names of someone from whom we could get reliable data with reference to this kind of advertising? We have had connections with several advertising agencies and we are sorry to say that they have not all been satisfactory. Most of those we have been connected with seem more interested in getting us to spend huge sums of money than in helping us merchandise our product in a profitable way.

A LMOST every week the re-search department of PRINT-ERS' INK receives inquiries similar to those printed above, from manufacturers who want to be put in touch with an advertising agency. Many of the letters go into some detail in describing the problems in sales and advertising they are up against and specify the kind of agency man they think can help them out.

Often a manufacturer stops in to ask for similar advice in person.

PRINTERS' INK greatly appreciates the compliment of being consulted on so important a matter and the confidence which such a request implies. But it has been a definite policy of long standing for

this publication never to make specific recommendations when the question of what agency to choose

is being considered.

Some advertising agents are particularly well qualified to serve in certain industries and to deal with certain, specific problems. There are some agents who welcome small accounts and others who will not take an account under a There are quescertain amount. tions of personality, and ability to work closely together, to be considered.

While we realize that it is difficult for many manufacturers to devote sufficient time and labor to the task of making a selection, it is an important subject and worthy of all the time and attention necessary, PRINTERS' INK MONTHLY published last year a series of articles dealing with the general subject of how agents are selected, which indicated some of the general rules which may be applied. But when it comes to specific cases it is up to the manufacturer to find out for himself.

Many agents, in spite of the accusation made by the writer of the first letter, do believe in taking their own medicine and advertise in publications read by men who have money to spend for advertising. Our subscribers will find the method of studying the announcements made in the advertising pages of PRINTERS' INK and PRINT-INK MONTHLY by agents with specific services to offer more satisfactory than operating hunches or guesswork.

Many of the letters we receive from new advertisers indicate that the specialized service of the advertising agent is not thoroughly understood. They indicate that the small advertising appropriation is not welcome in the agency to which the new advertiser has first

gone with his problem.

To these men let us say that the editorial pages of the PRINTERS' many articles about the small initial appropriation of many of the big advertisers today. Very few of them started on a grand scale. There are many agents

May

who still welcome the small but potentially large account, charging the manufacturer a fee for advice and service much in the manner of a lawyer's retainer. Perhaps more agents should make this point clear in their advertising to manufacturers.

There is one encouraging point in the persistence of these letters. The number of letters and calls which come in in spite of our efforts to discourage them and which outline in some detail future advertising plans for expansion, indicate that there will be no dearth of new advertisers in the

months just ahead.

The man who has determined that he has a good product and who has secured the capital necessary to go ahead with it, soon realizes that while advertising may be an optional course for him, it is the most modern and least expensive method of securing distribution and helping sales. As soon as he decides to advertise and begins to ask advice concerning which agent he should select, he is well on his way to some sort of advertising. And even if he is left wondering because some agents evidently don't believe in using what they so earnestly recommend, he is going to advertise some time in the future.-[Ed. PRINTERS' INK.

A. L. Rumry with Earle Ludgin Agency

A. Layton Rumry, formerly advertising manager of the Casement Hardware Company, Chicago, has joined the staff of Earle Ludgin, Inc., Chicago advertising agency, as an account executive.

C. E. Bradt Joins Peck Agency

C. Edwin Bradt, for the last year editor-advertising manager of the Staten Island, N. Y., Chamber of Commerce, has resigned from that organization to join the Peck Advertising Agency, Inc., New York.

New Account for Arthur Rosenberg Agency

Van Baalen Heilbrun & Company, New York, manufacturers of bath-robes, house coats, etc., have appointed the Arthur Rosenberg Company, Inc., advertising agency of that city, to direct their advertising account.

Philo Vance Said the Same Thing in Less Words

STROUSE & BROS. EVANSVILLE, IND.

Editor of PRINTERS' INK:
One of the most elusive subjects to One of the most cluster subjects to write about was certainly covered tangibly by L. Crampton Sossaman I "Why Some Drawings 'Faw Down and Go Boom,' "April 18 issue]. It brought home quite forcibly an abstract matter in a most concrete manner.

in a most concrete manner.

It proves again that one can never
tell where good ideas may come from
—even from a detective story.

Exactly the thought Mr. Sossaman
is bringing up concerning drawings, I
had in mind in my article on layouts
in the December issue of PRINTERS'
INEX MONTHLY. Philo Vance surely
"took the words right out of my
mouth" only he used a good many less
to do a better job.

I also enjoyed Professor Laird's
article in the April 18 issue. That certainly is a fine testimonial for longer
and better vacations for advertising
men.

When the boss finds me with my feet on the desk, I will point to a frame containing this article.

SAMUEL WHITMAN, Advertising Manager.

Now C. A. Chandler Advertising Company, Inc.

tising Company, Inc.
The C. A. Chandler Advertising
Company, Inc., has been incorporated
to take over the business of Cleaveland
A. Chandler and Company, Boston advertising agency. Headquarters remain
at Boston under the direction of Mr.
Chandler, first vice-president, secretary
and clerk of the corporation. Other
officers are: Harry D. Neach, president; B. H. Miller, second vice-president
and Herbert H. Cudmore, treasurer. Mr. Neach, Mr. Chandler and
Mr. Cudmore are directors of the corporation. poration.

New Account for Olson and Enzinger

The A. J. Krank Manufacturing Company, St. Paul, Minn., toilet preparations, has appointed Olson and Enzinger, Inc., Milwaukee advertising agency, to direct its advertising account. Magazines and women's publications will be mred.

To Represent "Outdoor America" on Coast

Loyd B. Chappell has been appointed Pacific Coast advertising representative of Outdoor America, Chicago.

Paint Manufacturers Merge

The Lowe Brothers Company, Day-ton, Ohio, has been merged with the Sherwin-Williams Company, Cleveland. Each organization will continue under its own name.



MEAD SCHAEFFER

ILLUSTRATOR



MECALLS

A MAGAZINE FOR WOMEN



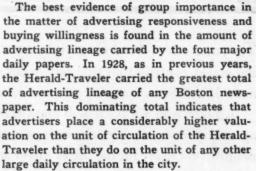
No one buying shoes would expect to find pleasure, comfort or profit in two right shoes or two left shoes. Yet some advertisers who have tried to walk off with the Boston market have found the going painful and hard because, figuratively, they have tried to do so with two lefts.

Off the other hand, many advertisers have found the going easy, comfortable and profitable because they have recognized Boston for what it is, two markets as distinct from each other as rights and lefts in footwear. In Boston the people are divided into two peculiarly separate groups. Age-old difficulties in environment, tradition, sentiment and preferences have established this condition. Any advertising campaign designed to reach all of Boston must cover both groups to be successful.

This group separation is reflected by the Boston newspapers. The more important of the two groups to the advertiser is served by the Herald-Traveler. Three other newspapers share the favors of the people composing the second group.

BOSTON HERD





Both sections of Boston's divided market can be adequately and profitably reached by advertising, provided two newspapers are used. One of these papers must be the Herald-Traveler, for no other major daily duplicates any considerable portion of the Herald-Traveler's circulation. Any one of the other three newspapers may be used to supplement the Herald-Traveler and reach most of the

other group.

Advertising Representative: GEORGE A. McDEVITT COMPANY, 250 Park Avenue, New York, N. Y .- 914 Peoples Gas Building, Chicago, Ill.

For seven years the Herald-Traveler has been first in national advertising, including all financial, automobile and pub-lication advertising among Bos-

TRAVELER



To your sales-building program, the most important contribution that our organization can make is a direct advertising recommendation.

In black and white, it will state facts that are agreed upon, draw a logical conclusion, and outline definite procedure for the use of direct advertising.

Before any money is actually spent in preparation or in production, our recommendation will set up clearly what should be done, how it should be done, and what it should cost.

For the interested executive, we shall be glad to write a preliminary memorandum on how our methods would operate in his specific case.

EVANS-WINTER-HEBB Inc. Detroit

820 Hancock Avenue West Columbia 5000

New York 1950 Graybar Building Lexington 9113 Chicago
180 North Michigan Avenue
State 3197

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis - Plan - Copy - Design - Art - Engraving Letterpress and Offset Printing - Binding - Mailing

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Co-operation Makes National Advertisers of Small Companies

Pennsylvania Slate Institute Unites Sales Efforts of Nine Companies in National Campaign to Acquaint Public with Advantages of Slate Roofs

By George H. Wicker

A read this article are in lines of business that are not notable for tremendous volume of output or wide distribution. One thing that will interest them about it is how they, like the members of the Pennsylvania Slate Institute, may see

their industry advertised upon a national scale.

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I know one man who has been in business for thirty-eight years, whose annual sales in dollars runs a little less than a million, and whose distribution covers not more than five States. For thirty-eight years he has been looking forward to the time when he could afford to advertise nationally. Only one other concern in his field is larger than his own There are a company. hundred smaller. They are scattered all over the United States. None of them advertises nationally: a few of them advertise sectionally.

The industry as a whole is not making the gains from year to year that it should, and would, were it advertised nationally, beindustries that are cutting in on it are now being

advertised nationally. Could the hundred and more concerns in this industry pool their advertising efforts, they could advertise their industry, nationally. Their sales increases would then be commensurate with the growth of the country and proportionate to the growth . of the industries which are competing with them. But these hundred and more companies are jealous

GREAT many people who will of one another. They spend too much time watching each other, competing for existing business and very little time trying to create new business. Yet this industry is older than any of the industries competing with it; it will live longer than they will, and is as



cause a great many of the How Nine Manufacturers Are Advertising Roofs of Slate Instead of Just Slate

sound and fundamental as food and shelter.

To this industry, and to thousands of small concerns in other industries, I commend the modest story of the advertising campaign of the Pennsylvania Slate Institute, of which there are nine member companies. This campaign, for the present, consists of advertisements published only in periodicals reaching home owners and architects. But the advertising is national and the ideas which have been worked out in the present series of advertisements are full of suggestion and encouragement for others whose selling problems in any way parallel the problems of the slate companies.

These problems may be briefly

set forth as follows:

The slate industry is very old. Many of the finest examples of architecture of past generations have been roofed with slate. The industry has suffered in recent years from the fact that home builders have not been shown the possibilities of slate roofs of moderate cost. Up to within the last year, the industry has practically never attempted to do any selling. Problem Number One, therefore, was to tell the public that slate is not a high-priced roofing; in fact, when the cost of a slate roof is figured against the life of the house, slate is one of the cheapest of roofing materials.

Slate is natural rock, fashioned by hand, and lends itself to individual treatment. It has the advantage over other materials of natural beauty. This is Problem This is Problem Two. The Pennsylvania Slate Institute has solved it by working out a series of model roofs showing the individuality and beauty of slate roofs and their adaptability to homes of various types. Thus this campaign seeks to sell the roof rather than the material of which the roof is made. The Institute believes that its advertising will, in this way, strike out a course of its own which will distinguish it from other campaigns on roofing material where so much stress is laid on the material of the roof covering rather than on the roof as a whole-its appearance, its adaptability to the house to which it is

A third problem which it is hoped the campaign will solve is that of welding together the individual interests of the companies comprising the Institute into a single constructive interest. In the past, each slate producing company has been too busy competing with

applied, and so on.

other slate producing companies for existing business to spend any time or money in creating new business. The Institute has therefore devised a "Certificate of Guarantee" which defines the basic standard for satisfactory roofing slate—after extensive tests on the part of the Institute, and after conferences with the U. S. Bureau of Standards and with college laboratories. This Certificate of Guarantee is given by the Institute to the architect or home owner.

The advertisements being used in the campaign are page size. The first one appeared in March.

Each advertisement bears the signature, "Pennsylvania Slate Institute, Inc., Pen Argyl, Penna., under which is the address of the New York office of the Institute, followed by the names and addresses of the nine companies comprising the Institute. A free booklet. "What You Need to Know About Roofing Slate," is offered in each advertisement. There is also a box in each piece of copy reading, "Slate-formed by Nature -fashioned by Hand-to protect man's finest possession-his Home."

Contributions to the advertising campaign are made on the basis of each company's previous month's shipments, computed in squares. The "square" is a unit of measurement which signifies an area ten

feet square.

A recent survey shows that the roof is more and more becoming the dominant architectural feature of the modern house and that slate is steadily growing in preference as a roofing material. This advertising campaign of the Pennsylvania Slate Institute to show home builders and architects the artistic features and practical advantages of slate as a roofing material seems likely to redound greatly to the profit of everyone connected with the industry.

Joins Doremus Agency

A. Roy Tribble, Jr., formerly with the United Drug Company, Boston, as editor of the "Rexall Magazine," has joined the Boston office of Doremus & Company, Inc., New York advertising agency. 1920 s for time

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In ONE year

A Gain of 27,569 DAILY

A Gain of 19,798 SUNDAY

The Courier-Journal and The Louisville Times sworn publishers' statements for the period ending March 31, 1929 show the above gains over the corresponding publishers' statements as of March 31, 1928.

The Courier-Journal and The Louisville Times are the only Louisville newspapers whose publishers' statements have always been substantiated by the A. B. C. auditors.

> Today, more than ever before, advertisers can dominate and sell the big Louisville Market at ONE low cost through—

197,000 Thaily 158,000 Sunday

The Courier-Journal THE LOUISVILLE TIMES

Represented Nationally by THE S. C. BECKWITH SPECIAL AGENCY

Members of The 100,000 Group of American Cities The

Automobile Industry turns its light on the

CLEVELAND



Autorother conce of the Mark sale (Depa Atlas, operar distrii of the mary t

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John 1 110 Ea New



Automobile companies and sixty other great nationally operating concerns find official confirmation of the conception of 'Cleveland's Market' in the 'Atias of Wholesense Groceries' issued by the U. S. Department of Commerce. This Atias, based on checking actual operations of experienced grocery distributors lists substantially all of the territory (white) shown on the map opposite as logically tributary to Cleveland selling.

Selling and Advertising do Perfect Teamwork in this Market .

OR over two years the Plain Dealer has published more automobile advertising than any other newspaper in America-far more than both other Cleveland newspapers combined.

And for these reasons only. . . . First-Most of the great automobile companies - see Cleveland as the throbbing heart of a tremendous consuming market that offers a most important outlet for automobiles as well as for merchandise of every kind and price.

Second-They see for their advertising one of America's great newspapers-one that has proved itself a tremendously valuable influence for bigger, better, easier sales throughout the entire mar-

Like so many nationally operating concerns most of the automobile makers cover every nook and corner of the Northern Ohio market, from Cleveland-quickly, easily, and economically.

And like the others, they, too, coordinate their sales and advertising efforts by consistent advertising in the Plain Dealer.

Such coordination is possible only through the Plain Dealerand through the Plain Dealer alone.

Cleveland Plain Dealer

New York City

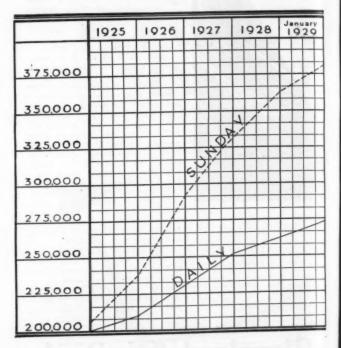
John B. Woodward Woodward & Kelly Woodward & Kelly 110 East 42nd Street . 360 N. Michigan Ave. Chicago, Ill.

Fine Arts Bldg. Detroit, Mich.

LA PRENSA

of Buenos Aires





"South America's Greatest Newspaper"

JOSHUA B. POWERS, Inc.

Exclusive Advertising Representative 250 Park Avenue, New York

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Berlin

Buenos Aires

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Replacement Sales Speeded by Special Week

Champion Spark Plug Company Stages Fifth Annual "National Change Week" Backed by Extensive National Advertising Campaign

By Roland Cole

PEOPLE will spend money quite cheerfully for things that give them pleasure, but they are not disposed to spend with the same gusto when the article is something necessary or useful. As between going to Bermuda and having the house painted, a family will decide to do the first because it seems more interesting and excit-

Persuading people to buy useful and necessary things is a matter of finding reasons of adequate urgency. Getting them to replace old or decrepit necessary things with new and efficient necessary things is also possible if time and trouble are taken to show them wherein such a course will redound to their

advantage.

Many articles of use and wear are retained in service by their owners long after the articles have become less than 75 per cent efficient. People will ruin a new pair of shoes by wearing a leaky pair of rubbers, or water-stain a beautiful new hat or dress through using a holey umbrella; they will damage silks and linens every week with a senile electric iron way beyond the price of a new iron; they will be late for trains and important appointments because of cheap but expensive time-pieces; they will waste enough fuel on an antiquated heating plant in a couple of seasons to buy a new one. Whereas, if they could be convincingly shown that their losses are running into enough money to buy them brand new equipment, and that the money spent for the new article is, in reality, an insurance against loss, they would have more money to spend for other things, such as, say, a trip to Bermuda.

It may seem at first thought that automobile spark plugs are of such slight consequence in the economical operation of a car, and in the

Aires

lives of men and women, that they could never be sold for replacement by means of any such impressive argument as the one I have just outlined. A spark plug seemingly plays a very modest part in the operation of a car. Actually it plays a very important part, inasmuch as the car could not be operated at all without spark plugs. If I am the owner of a car and a spark plug manufacturer advertises to me that the spark plugs on my car should be thrown away and replaced by a set of new plugs every year, I would most likely be unmoved. I might even think "applesauce."

Open to Conviction

But if he takes the trouble to tell me that if I will put in a set of new spark plugs every 10,000 miles, I will save enough gasoline and oil in the operation of my engine to pay for the new set many times over, I am apt to ask him to explain how anything so desirable might be brought to pass. Then if he can show me how a weak spark fails to fire all the gas in my engine cylinder, causing incomplete combustion and the waste of good gas through the exhaust valve, as compared with the way a hot spark from a new spark plug results in complete combustion and full power in the drive of the piston, I can hardly escape the force of the argument, or refuse to buy new spark plugs-unless I prefer to waste good gasoline.

The whole idea behind "National Change Week" of the Champion Spark Plug Company, which has been an annual feature of its sales campaign for five years, is presented in the two preceding paragraphs. The way in which the company is advertising "Champion National Change Week" this year to the general public and wholesale

and retail dealers, and the way this advertising is being merchandised, is evidence that this special week idea has paid Champion in previous years and is being counted upon this year greatly to increase spark plug sales.

The week was held this year on May 5 to 11. April issues of automotive trade publications announced the date of the week and stated that advertising to the general public would include advertisements in a very extensive list of daily and weekly newspapers, farm papers, leading weekly and monthly periodicals in the general field and a nation-wide radio broadcasting program. Similar advertisements appeared in a list of motorboat and aviation publications.

Showing How Old and New Plugs Work

One of the most interesting features of the campaign is a colored chart or diagram representing the interior of an automobile engine cylinder during combustion. Six small drawings arranged vertically in two columns of three each show, in the left-hand column, efficient combustion from a hot spark, and, in the right-hand column, inefficient combustion from a weak spark. The juxtaposition of the two upright rows of drawings brings the two views of each operation close together for easy comparison by the observer.

These little illustrations tell an important story to the car owner. In the first, the spark is just igniting, which event is represented by a big red flash in the left-hand picture, and by a small mottled flash in the right-hand picture. the second, combustion shown in the left-hand picture with a bright red tint filling every corner of the combustion chamber, while in the right-hand picture combustion is uneven, represented by the red tint being streaked with black. In the third, a gray tint in the left-hand picture represents the fully burned passing through the exhaust valve, while in the right-hand picture good gas is shown passing out with burned gas. Captions under each picture explain it to the observer. This set

of diagrams, it is explained, are taken from a film entitled, "The Story of the Spark Plug," produced under the auspices of the U. S. Bureau of Mines.

One use being made of this set diagrams by the Champion Spark Plug Company is in the form of a window display card for dealers. The caption of the card is "Save the Price of New Spark Plugs." The diagrams are reproduced in the center of this card, in color, with explanatory sub-captions, such as "Illustrations show how new spark plugs every 10,000 miles pay for themselves many times over in oil and gasoline saved -restore power and speed." Under the diagrams are the words, "National Change Week, May 5th to 11th" and "An educational move in the interest of greater efficiency and economy in motoring." These diagrams are also featured prominently in many of the periodical advertisements to the consuming public.

Throughout all the campaign material, the words, "Champion National Change Week, May 5th to 11th," are very boldly displayed. Besides the periodical advertisements and the window poster already mentioned are Government postal cards for dealers to mail to automobile owners, printed, addressed and mailed by the company and paid for in part by the dealers; window streamers, linen posters for outside display on cars and trucks, and printed material for a complete window display.

A description of how interest in Champion National Change Week has grown among automobile owners, jobbers, dealers and automobile manufacturers year after year, and how the idea of changing spark plugs after every 10,000 miles of driving has spread since the company first made advertising capital out of the event, is thus given by M. C. Dewitt, vice-president of the Champion Spark Plug Company:

"Champion National Change Week is the fifth event of this character to be held by us. When we first set forth the fact that spark plugs should be changed at least once a year, we realized that it would be some little time before

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Meet Colonel Dumm and Colonel Dummer.

By R. F. R. HUNTSMAN

Somebody is always trying to find a fly in the ointment—and disappointed if the insect isn't there.

"I don't understand this additional distribution given by the *Bronx Home News* which is in excess of your A. B. C. circulation," volunteered Colonel Dumm recently.

"And what's the idea" added his friend, Colonel Dummer, "of printing all those extra copies every day? Why do you regularly give away so many papers every day? It doesn't seem reasonable to me."

Well, the answer is that in the Bronx the Home News is doing a better job than other newspapers do, and knows that it pays to do so—pays everybody: the advertisers as well as the newspaper itself.

"Which New York newspaper does not print thousands upon thousands of extra newspapers every day?" I asked Colonel Dumm.

"Let us say there are six thousand news-stands in Greater New York, and that an average of two papers are left unsold on each stand. There you have, to begin, twelve thousand 'overs'?

"Would you feel happier," I inquired of Colonel Dummer, "if you as an advertiser, know that these extra papers were piled upon news-stands doing nobody any good, rendering no service to you or your busi-

ness, lying idle, and going back for waste paper; or to know that every copy carrying your advertising was delivered by carrier boys into a New York City home?

"The Bronx Home News," I told them, "has built an A. B. C. circulation of over 100,000 daily and Sunday by sampling its own territory with its own product, week in and week out, year in and year out, and it does this with precision in a larger, more complete and better manner than any newspaper I know about.

"It has never offered its readers a prize or a premium, or conducted any sort of flyby-night contest.

"To induce Bronx people to become regular readers, the Bronx Home News doesn't find it necessary to give away automobiles by the dozen, trips to Europe by the score, baseball bats and mitts by the thousand, or Beauty Contest coupons by the million.

"The Home News does know by an experience of twentyone years that the one sure way to sell any worth-while product is to display the goods, and to do so early and often and with regularity.

"The manner in which to display a newspaper and to interest prospective subscribers in its contents is to allow these prospective subscribers to read

(Continued on page 104)

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1929

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(Continued from page 103) the newspaper itself, thus to judge its value and importance.

"Every day the Home News carriers are finding new readers for this newspaper—not merely subscribers, but readers.

"These readers have come to know this newspaper because they were served with it regularly, found in it the news of their community they could read nowhere else (because no other newspaper prints it), and thus came to the conclusion that they couldn't do without it."

"Where in Greater New York," I asked both Colonel Dumm and Colonel Dummer, "can you find a newspaper which you know is read regularly by over 100,000 families—the same identical families—every night and Sundays?"

"And why should you consider it odd, and something akin to a fly in the ointment, if this complete A. B. C. newspaper coverage in the Bronx was obtained and continually added to by the sampling by the *Home News* of its own territory?"

I have bright hopes that both the Colonels see a ray of light.

In fact I'm sure about it—'though I may be wrong.

R. S. R. Thenesinan, Inc.

Woolworth Tower, N. Y.
Tel.: Fitz Roy 0840
National Representative
"The Home News"

the importance of this movement would be fully appreciated by the dealer and motorist. The movement has spread more rapidly than we anticipated and now has the support not only of jobbers and dealers but also of car manufacturers, and we are prone to believe that practically the entire motoring public is conscious that it is now a matter of efficiency and real economy to change spark plugs after 10,000 miles of driving.

"Our entire jobbing trade and the most alive and wide-awake dealers look forward to Champion National Change Week as a period in which not only to do educational work but to materially increase their sales of spark plugs. This is evidenced by the numerous letters we receive after every Change Week, some of which are quoted in our advertising broadside for this year.

"The influence of the intensive sales work we do prior to and during Change Week is far-reaching, for it not only reflects in increased sales during the immediate period of the week, but unquestionably results in the sale of large quantities of Champion Spark Plugs throughout the year due to the propaganda on the changing of spark plugs disseminated during Change Week."

The advertising broadside referred to by Mr. Dewitt is a fully illustrated presentation of the entire campaign upon a large scale. Specimen advertisements are reproduced in colors. Besides the periodicals reaching the general public and the trade which have already been mentioned, advertisements will be used in thirty-two State and sectional farm papers, in twenty selected metropolitan newspapers, in 928 daily newspapers throughout the country, and in 3,429 weekly newspapers.

Triple Insulaire Company Plans Campaign

The Triple Insulaire Company, Milwaukee, Wis., manufacturer of a new type of insulation, will start an advertising campaign in the near future using newspapers, business papers and direct mail. Neisser-Meverboff, Inc., Milwaukee advertising agency, is directing this advertising.

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The new Oregonian Market Book

ERE is an up-to-the-minute book of facts and figures on the 5th richest per capita market in the United States and on the newspaper that has the largest circulation, greatest prestige and reader confidence in this Portland district of Oregon and Southern Washington.

Executives who seek accurate information on which to base plans for increased sales can secure an intimate picture of this prosperous million and a quarter population area by studying the new Oregonian Market Book. Your copy will gladly be mailed on request.

The Oregonian

PORTLAND, OREGON

Circulation: over 109,000 daily; over 172,000 Sunday

Nationally Represented by VERREE & CONKLIN, INC.

NEW YORK 285 Madison Ave. CHICAGO 333 N. Michigan Ave. DETROIT 31x Lafayette Blvd. SAN FRANCISCO Monadnock Building



A PUBLICATION vit

AN amazing wealth of publishing ability and experience is concentrated in the new National Dry Goods Reporter and Drygoodsman—a combination of the Dry Goods Reporter of Chicago and the Drygoodsman of St. Louis.

Here, now in a single publication, are two outstanding editorial units especially experienced in collecting and disseminating for an important class of merchants the best advice on WHAT TO BUY AND HOW TO SELL IT!

Editorial as well as busines offices of the new National Dry

NATIONAL DRY GOODRE

AND DRYGOODSMAN

NEW YORK 239 West 39th Street CHICAGO
215 South Market Street

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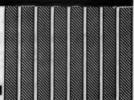
Ol with a distinct purpose! .

Goods Reporter will be maintained in the key centers—Chicago, St. Louis, New York, Boston and Philadelphia—a service rendered by no other publication in this same field.

The National Dry Goods Reporter has a net paid, non-duplicating circulation of 15,000 copies monthly—the largest and most powerful circulation of any trade paper that covers the medium and smaller department and dry goods stores, especially benefiting advertisers who require nation-wide representation before this class of merchants.

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Presenting

F. J. Marshall

(POULTRY DEPARTMENT EDITOR)

One of Southern Ruralist's Twelve Editors

QUALIFICATIONS

MR. MARSHALL: Internationally recognized as poultry Judge. For ten years member of Standard Revision Committee, American Poultry Association; former President South Central Branch American Poultry Association; former President Georgia Branch American Poultry Association; member executive committee, Florids Branch American Poultry Association; Judge of Poultry Columbian Exposition, Chicago, 1895; St. Louis World's Fair, 1004, and Jamestown Exposition, 1907, and many others.

The South as a whole is an ideal section for Poultry. The value

of poultry products of the South last year is estimated at Three Hundred Million Dollars. Mr. Marshall is an internationally recognized poultry authority. and has been on the Southern Ruralist staff for many years. He knows the problems of the small, as well as the big operator, and has been an important factor in the development of the poultry industry in this section. His writings appear exclusively in Southern Ruralist-and such editorials create reader interest that makes it a medium that "tells and sells" most profitably.

SOUTHERN RURALIST

ATLANTA, GEORGIA

NOW OVER 500,000 CIRCULATION

Special Representatives: E. Katz Special Advertising Agency—New York, Detroit, Kansas City, Chicago, Atlanta, San Francisco

1411 Syndicate Trust Bldg.; St. Louis

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Confine the Advertising Appropriation to Advertising

Many Advertisers Fail to Study Their Appropriations Carefully to See

If Any Unfair Charges Are Being Made

By A. H. Deute

General Manager, The Billings & Spencer Co.

THE advertising appropriation of a business is supposed to be the life-giving, energetic member of the budget, the factor which charges the batteries and really makes the wheels go round. In reality, just as often as not, it is quite deaf, dumb and blind so far as its own rights are concerned.

This by no means original thinking resulted from a letter I received the other day, in which it was stated: "The accounting department of our business has set up its budgets so that the advertising appropriation is charged with the occasional 5 and 10 percent extra discount which is allowed to certain large buyers."

In this particular case, the advertising appropriation, ably defended by the advertising manager, has raised itself up on its hind legs and is emitting a righteous roar of indignation and protest and insisting upon recognition and relief.

What it amounts to is this: A sales manager who is proud of being able to say that he makes no price concessions to any "pet" customers, maintains a published list and all that sort of thing, actually does go out or permits certain of his men to go out and grab off certain choice orders from large or difficult buyers and do this grabbing with the aid of "something on the side."

Here is a typical conversation:
The Buyer: "Well, of course,
\$5 a case is no doubt a fair enough
price for your product. As a matter of fact, I'm getting my present
pack for a good deal less, but I
realize that the trade-mark you
offer has some definite sales value.
On the other hand, the right position on our shelves, the right spot
in our windows and the right sort
of pressure on the part of our

sales people are also valuable advertising helps which make for

"You folks are spending a lot in advertising these days, aren't

The Salesman: "Yes, sir, our advertising crossed the \$1,000,000 mark this year. We mean to keep right on plowing a good part of our gross earnings back into brand building. We aren't trying to force you to buy our line, but we are trying to help you sell it easily."

The Buyer: "The way it looks to me is this—we ought to be working together. We're handling a good quantity of your product now, but we let it sell itself. There isn't enough in it for us to spend our time and money on it. We're taking advantage of your efforts to make it move easily, but beyond that we can't go.

"On the other hand, if you folks want to sell us in real quantity, take advantage of the advertising help we can give you and play ball with us, we'll give you dollar for dollar in real effort."

Discount Is There, But It Can't Be

Out of that conversation there results the "deal," whereby the sales manager agrees to "spend" 5 per cent of the sales to that firm in "advertising." The sales manager assures his management, and also such of his competitors as he may know well enough to have dinner with now and then, that he for one is running his department without any deviations from price.

And he is right. There has been no deviation from price. The company's bills to that buyer show that the goods were all shipped out at regular prices and terms. Competitors' salesmen may be frothing

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at the mouth over the "sell out," and they may even go so far as to bribe a clerk to let them see an original invoice. Everything is in order.

But every so often the buyer's advertising department bills the seller for "advertising co-operation" and the amount is paid promptly, after the sales manager has O K'd the bill, and the sum is charged to the advertising appropriation

priation.

One hears it said quite often that certain advertising managers, even some well-known ones, are really nothing but rubber stamps, O K'ing what they are told to approve, and that their main aim in life is to hang on to a job which carries with it a private office and the privilege of telling publishers' representatives that they have given mature thought to said publication and have decided it does not fit in with their needs. Parenthetically, I have heard of pubrepresentatives drawing \$25,000 a year and up, and no doubt worth it, being kept waiting for an hour by a \$300 a month clerk-advertising manager to be told the above. It always makes me realize how valuable those representatives must be when they can produce \$25,000 a year for themselves and proportionate value for their publication while having to suffer such a terrible waste of time.

Now, to get back to my story, the advertising manager meekly OK's the above named statement and the advertising appropriation

has been charged.

At the end of the year, a board of directors tries to find out if the

advertising really paid.

So I am writing to this friend of mine who wrote the letter I quoted earlier, as follows: "Personally, I cannot see how a perfectly plain price concession can be regarded as an advertising expenditure or investment. In the long run, it is simply a way of fooling the house and oneself if money which is set aside to be put into advertising is to be used as a slush fund for buying business.

"If the sales manager is to have access to the advertising appropria-

tion, using such sums as he may require for the purpose of inducing buyers to sign desirable orders, well and good. If that is what the house wants, it's its own business, But it ought to do it with its eyes open and nobody should realize that more than the accounting department.

"May I not suggest to this particular accounting department that, for the sake of sound accounting practice, it insist that nothing but advertising be charged to advertising and that inside discounts of one kind or another either be charged to 'cost of selling' or 'special discounts' or, possibly, to a special account called S. P., which can be called 'Special Promotion' when talking with directors and competitors and 'Slush Pot' within the family."

An advertising agent friend of mine made himself very unpopular a few years ago by suggesting that, since the company would, intime, look to him for advertising results and since the directors were constantly looking at statements showing the gross sum charged to advertising, he be permitted to see a breakdown, each month, of everything the company charged into its advertising ac-

count.

If entertainment of customers, trips to conventions, various forms of refreshment, not to mention that nebulous thing known as "cooperation" are all to be charged to advertising, then, patently, the advertising appropriation is not a sum of money set up for publicity purposes, but simply a handy catchall or what-not which patiently and quietly absorbs all of these expenditures until one day, the board of directors decides that it cannot see wherein the house is getting anything out of its advertising and suggests reducing the appropria-More than one advertising appropriation has suffered this fate for this reason.

Obviously, no sales manager is going to permit, without protest, his budget for salesmen to be diverted into something entirely foreign to salaries and commissions because he knows that in the end that sum is going to be divided by

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forsions end the number of cases sold and the selling cost per case announced.

For the same reason, why should an advertising manager or an advertising agent be willing to have judgment passed on the year's accomplishments without cleaning up his expenditures?

This is not designed to find fault with entertainment of customers and that sort of thing, but is meant to try to point out the error in charging these things to "adver-

tising."

Recently I talked with an advertising agent located in a mediumsized New England town. His clients are mostly manufacturers of machinery and hardware lines, with comparatively small appropriations.

In addition to the business-paper space which these clients generally use, they find it advisable to buy a little of this and a little of that—a pretty well scattered and hit-andmiss program. With appropriations totalling \$50,000 and less, it is hard to make much of a showing in any single direction.

It is especially trying for the advertising agent when it is noted that this sort of appropriation must support the expenditures made by the head of the house and the sales manager and also upon the recommendations of several directors, all of whom have their

advertising hobbies.

This agent worked out the plan of taking the previous year's total expenditure and breaking it down into the largest possible number of classifications. Then by making a "pie" chart, he could show the company just how futile its advertising effort really was. Against this picture of the hit-and-miss program, he submitted his plan for the coming year, showing that he proposed to make a real effort in one or two directions. The plan worked well. It not only helped him sell his idea, but, once sold, it helped him keep the company in line. The heads of that company were all practical manufacturing men. They were used to reading blueprints and patterns. They could visualize such a chart as the advertising agent prepared.

A couple of years ago I was

discussing this same subject with a man who is at the head of a company spending about \$100,000 a year in advertising at that time. He was telling me how much money they were putting into advertising and he was saying he had his doubts about the good they got out of it.

During the conversation, he named the percentage of their gross sales which they appropriated for advertising. But it seemed that he had let it go at that. When the monthly statements showed these sums charged off to advertising, he seemed to feel that was all that was necessary. If for any reason the advertising failed to bring results, then advertising per se was to blame. His house had done its part. It was religiously pouring a fixed sum into an advertising rat hole. In short, he was daring it to make good.

This man had never stopped to realize that there are many to get rid of the advertising dollar. But he saw the reasonableness of doing just that thing. So he told me he would call for a monthly break down and analyze it, talking it over personally with his advertising agent and giving the latter a chance to criticize, if he so de-

sired.

I saw that same man just a few weeks ago. "Say," he said, "I was right when I felt a few years ago that a lot of our \$100,000 was wasted-not doing us any good at all. I've been checking up and analyzing every month just what we spent each dollar on since then. And I dug up a lot of things. I can't see how any man who is putting money into advertising can afford to overlook analyzing the monthly break-down of his expenditure. It brings out some funny things. Since we've been doing that, we've stepped our advertising up to double the old amount but we know it is making us money."

Joins Minneapolis "Tribune"

S. J. Russell, recently with the national advertising department of the St. Paul News, has joined the national advertising staff of the Minneapolis Tribune.

May

Inland Press Meets

M. SNOOK, publisher of the A. Aurora, Ill., Beacon-News, was 'made chairman of the board of directors of the Inland Daily Press Association, which met at Chicago last week. His appointment as chairman followed his election to the board to fill a vacancy. T. O. Huckle, Cadillac, Mich., News, was re-elected secretary of the board.

Small-town newspapers in relation to metropolitan dailies was made the subject of comparison in an address by James A. Rhodes, of the Newton, Iowa, Daily News. "While we small publishers may ofttimes feel that the struggle is an altogether unequal one, we will never lose heart if we keep the fact constantly in mind," said Mr. Rhodes, "that we have two exclusive pieces of merchandise for sale."

The first of these, he explained, is intimate community news, in volume, for the subscriber. The volume, for the subscriber. The second is genuine reader-interest advertising space for the advertiser. "If the potential subscriber can be sold on the first idea," according to the speaker, "and the merchant can be shown the merit of the latter, then the permanency and prosperity of the small-town newspaper are assumed so long as the center of population exists.

Changing standards on the part of the reading public with regard to their newspapers were made the subject of a talk by Davis Merwin, general manager of the Blooming-ton, Ill., Daily Pantagraph. Discrimination which has led people to accept self-starters and pushbutton refrigerators, he explained, would make them dissatisfied to return to twisting cranks and filling ice boxes as they also would be discontented with the newspaper of a few years back. In order to meet this demand for papers, there have been effected a number of consolidations which, in Mr. Merwin's opinion, holds more advantages than disadvantages with the result that a new order in newspaper publishing has come to

A basis for a saner view of the problem of radio competition was presented by Don Bridge, of the Indianapolis News. The picture of radio advertising as a fearsome menace is greatly overdrawn, he feels. Its true status and its limitations recognized, newspaper advertising men can more effectively meet it, is his belief.

Sixteen additional newspapers were elected to membership in the association. This brings the total

enrollment to 248.

John Lee Mahin Again Has Own Agency Business

John Lee Mahin has resumed business for himself with the formation, at New York, of an advertising agency which is conducted under his own name. For nineteen years he was head of his own agency at Chicago. In 1916 he disposed of his interests in the agency to become associated with the Federal to become associated with the Federal Advertising Agency, Inc., New York, as director-at-large.

In the latter part of 1925 Mr. Mahin joined the Street Railways Advertising Company and Barron G. Collier, Inc., of which he has been, until recently, vice-president in charge of advertising.

vertising.

Associated with Mr. Mahin in his new agency is Mrs. Mahin. As the former Miss Jean Dillard, Mrs. Mahin was engaged in advertising work at Kansas City, Mo., for seven years. Her work for Woolf Bros., of that city, came to the attention of Mr. Mahin. He called upon her in Kansas City, and the meeting led to their marriage several months ago. several months ago.

Miss Millicent Spicer, formerly with Albert Frank & Company and Erwin, Wasey & Company, is a member of the

Wasey & Staff.

The Mahin agency is sending out orders for Wilken & Adler, Golflex products, and the American Beverage Company, distributor of the Carl H. pany, distributor of the Carl Schultz, Inc., line of beverages. I concerns are located at New York.

Da-Lee Chemical Company Appoints W. M. Curry

Warren M. Curry has been appointed vice-presidert and general manager of the Da-Lee Chemical Company, Inc., Baltimore. He succeeds his brother, Dr. Ward E. Curry, who died recently at that city.

H. J. Buckley Re-elected by Travelers' Aid

Homer J. Buckley, president of the Buckley, Dement Company, Chicago, has been re-elected president of the Travelers' Aid Society.

A short story in figures

Ten Year Growth in City Circulation of Buffalo's Two Evening Newspapers

Peri	od En	ding	Buffalo Evening TIMES	Other Evening Paper
Sept.	30,	1928	84,901	98,033
66	66	1927	80,169	99,857
66	66	1926	74,844	96,046
66	66	1925	72,798	89,331
June	66	1925	69,607	89,676
66	66	1924	66,132	89,443
66	66	1923	57,744	80,426
66	66	1922	56,886	77,127
66	66	1921	50,746	75,232
66	66	1920	45,426	68,925
66	66	1919	39,156	78,294

(These are the latest available authentic figures)

Keep Up With The Times!

THE BUFFALO TIMES

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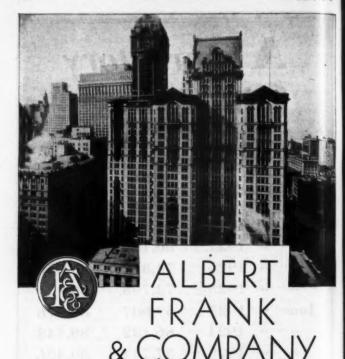
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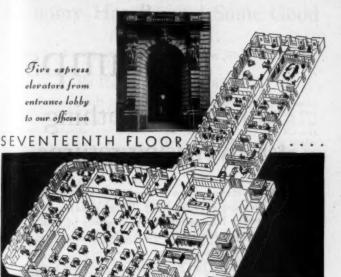
ESTABLISHED 1872

HAVE



THEIR NEW YORK OFFICE FROM FOURTEEN STONE STREET NEW AND LARGER QUARTERS AT

165 BROADWAY NEW YORK CITY Five express elevators from entrance lobby to our offices on



RHYTHM—as essential to business as to "Marche Militaire"-is of paramount importance in advertising. The perfect coordination of all the elements in this Agency is exemplified by the sheer physical details of office arrangement and design.

We would be glad to have you call and inspect our new home



contribute nothing to advertising returns

THE stamp on your mailing piece is a ticket sold to transport your message. It costs money—especially when it is multiplied by thousands of units. This stamp money contributes nothing to advertising returns.

Anything that cuts your stamp bill will mean more dollars for printed pieces. Warren's Thintext does that—gives you the maximum in square inches of paper background with minimum weight and bulk.

Thintext is light. It has unusual strength—yet it is only 1/2 as heavy as ordinary coated stock. Halftones and text gain new effectiveness and beauty on its smooth, velvety surface. Weight is banished, saving mailing costs . . . yet clean-cut, sharp reading qualities are preserved.

Thintext does not involve the difficulties sometimes encountered in printing and binding thin papers. Thintext takes color excellently, binds well, folds smoothly, lies flat, and is sufficiently opaque so that printing on the front will not make printing on the back hard to read.

The whole story is in our booklet, "The Warren Standard." It shows you many samples of the fine results others have achieved with Thintext. It is an instruction book for your printer as well. Show it to him. It's free. Please send for it. S. D. Warren Company, 101 Milk St., Boston, Mass.

WARREN'S THINTEXT

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Economy Has Ruined Some Good Advertisers

Don't Let Tradition Pull You Toward Saving When It Is More Profitable to Spend

By Howard W. Dickinson

"IT'S never too early for economy," is a fine sounding platitude which we should refuse to accept as a valuable general statement.

Economy has ruined more people than extravagance. I feel sure of that, if failure to get to where your brains and health should lead you

is ruin. I believe

it is.

Economy is a brake and not a starter. Safety, these days, lies in speed, regulated and controlled, of course. The timid aviator, slowing up his speed, will drop to his death.

The miser loves the spendthrift, admires him, envies him and fears him, wishes he could be one, and to satisfy his inferiority sense, gloats over his own security and the spendthrift's prospective ruin.

The only thing wrong about economy is that we look at it tail end around and use it when we can't afford to in the promotive stage of a business.

Remember, economy is a brake, and brakes are sometimes valuable—not for progress, but to stop. It has cost many men their careers not to realize that.

I once knew a magazine publisher, newly chosen for his job. The first year he reduced expenses \$60,000 without loss of progress and turned a \$5,000 profit into a \$55,000 profit. He used economy to stop wasteful and unnecessary expense. If he had put that sixty thousand into promotion, or a good big part of it, he probably would have doubled his profit next year. He was a hero because he used that brake. In a few years he was fired because he showed no engine speed.

Government expenditures have been very wasteful. So we have heard much and

GOMPARED with the past we have many advertisers spending over a million. Compared with the possibilities of our markets for the next ten years and its response to cultivation there are not half as many as we need."

Worship of the god "economy" is keeping many and early thing amongration.

Worship of the god "econony" is keeping many an advertising appropriation small—and slowing up the company's progress. "Few men," says the author, a former advertising agency executive, "are big enough to practice economy and promotion at the same time and profit by both." Is advertising economy holding you back?

seen many figures governmental on economy. All this is for an important public purpose. To paraphrase Presidents Coolidge and Hoover, it is that the burden of taxation shall be eased as much as possible and permit the private citizen greater power and speed in the pro-motion of his own business. These men go further than that and regard a more vigorous promotion of private business as an essential to continued prosperity

and the public welfare. To grow is the way to hold your own.

Perhaps the greatest promoter of false economy and one of the greatest brakes on immediate and speedy promotion is the common desire for exact information.

Exactness is an abstraction. After a thousand or so of years of effort to measure time exactly we are still unable to do it. We can get along pretty well with sunrise, sunset and noon. We might even get rich and not know much more than that about splitting up a day. When we come to splitting up a century into small fractions

of a second, it is expensive, even if important. Desire for exact knowledge often leads to expense disproportionate to value.

One man starts out to sell beans. There are over a hundred million people in this country and they all cat; so many thousand grocers and they all sell food; so many thousand restaurants and so many millions of homes where food is cooked. Beans are popular. Beans are nourishing. The art of canning beans is known. All publications which carry advertising have rate cards. There is somebody somewhere who can write good bean advertisements. Salesmen are for hire.

Isn't that about all the wouldbe bean king needs to know to make a start toward building his throne? Couldn't he even succeed in getting his throne built and actually sit on it for years without trying to get much more exact information than that? Of course he could.

What then? More dollars of profit if he can cut the costs of some of these things, of course. Economy is then due. He can afford it. He can make it pay if he doesn't love it too much and abandon his first love, promotion. Yes, he can use it in improving the

he can use it in improving the quality of his promotion, in checking against, not the alleged general wastefulness of promotion, but the inefficient elements in his own practice of promotion.

An oft told tale, of course, but

a more oft forgotten moral to the tale.

Now here is a chance for an argument, if argument is what you like.

American promotive business as a whole is nowhere near ready for the kind of economy we are talking about. Promotion is still ten times as important and profitable as economy can be.

My personal experience and that of many others will permit any one of us to tell you whether your product will bear immediate and intensive promotion or not. The experienced advertising agent is at least as good a diagnostician in his line as the tonsil or liver expert

is in his, and I believe just as honest about telling the truth as he sees it.

After a half hour I once told a group of men that if their product would make good mechanically as they claimed it would, they could start right off selling it and advertising it on a large scale and get a big volume within eighteen months. I had not known anything about that product before that half hour of explanation.

They postponed action for several months, made various trade researches to check up on such opinions as mine, which of course they wanted to believe, and afterward started their promotion on a large scale and found a big market quickly.

This is by no means a personal boast. Every agency man has had more than one similar experience.

Well Financed and in a Competitive Field

These manufacturers were well financed. They were in a very competitive field. The best fields are naturally competitive. They had no distribution to start with. Their first efforts to stock dealers were disappointing, just as they are very apt to be. They literally could not afford to be economical in their promotion work. They had to be seen and noticed, and make their product liked, and they had to do it quickly.

The second stage came soon, when competition got busy against them. Then they could not afford the time for study of economies and the establishment of "efficiency" except as such knowledge was gained by each day's experience. They needed to spend lavishly on promotion. More speed was still the problem. How much space they could afford to buy and how to fill that space well were the paramount considerations-in fact always will be their paramount considerations.

Making their promotive engine their paramount consideration they have been in a position to pay dividends, see the stock rise in value and the business grow. In a few years they may be able to afford

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MMMMMMMMMM

A GAIN OF 438,000 LINES

the first 4 months of 1929 over the same period of 1928

REFLECTS

—the sound business conditions in St. Paul

—and the advertising productiveness of St. Paul's big newspaper

St. Paul Dispatch . Ploncer Press

O'MARA AND ORMSBEE. INC.

General Advertising Representatives.

Los Angeles. San Francisco, New York, Chicago. Detroit.

May 3

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A. & M.

additional profits through economies in the details of their pro-

motion operations.

Among our large list of extensive advertisers are many who think they are spending enough or more than enough and whose eyes are fixed on the idea of getting much more for each advertising dollar spent and on reduction of advertising expenditure per unit of sale.

That, I maintain, is a dangerous frame of mind. Few men are big enough to practice economy and promotion at the same time and profit by both and few, even in our list of big advertisers, are doing as big and forceful jobs of promotion as their resources will permit or competitive conditions indicate they need. Years of tradition—and familiarity with copybook maximums—are pulling them toward saving when it is more profitable to spend.

Ten financial advisers will warn against over-spending where one will stress the importance of being absolutely sure that you spend enough. Money saved is money in the bank. Money spent in advertising is broadcast rather blindly even if we know all that anybody thinks he knows about consumer appeal, supply and demand, shopping centers, urban and rural markets, relativity of space sizes and values, qualities of circulation and all the rest. We don't like to go blindly, but sometimes we cannot

afford not to.

Of course, the big advertiser has a right to get more out of each dollar if he can, but he loses if he tries to do that at the expense of his promotion, or if he is tired of climbing even a profitable hill and thinks he can amble along on a level plateau of steady sales and increased profit with diminishing promotion.

He has a right to think what he will and do what he wants, but if he thinks he has finished his promotion job in building his business from \$1,000,000 to \$20,000,000 and that his market is so well covered that he can relax in promotion effort, he may be only paving a smooth road for the competitor who can promote further

and faster than he is able to do.

Economy? Yes, I believe in it,
but I have seen it ruin good advertisers. I have seen it prevent
splendid potential advertisers from
ever getting a real start. It looks
like a sweet and demure maiden,
but it may be a hussy in disguise.

Compared with the past we have many advertisers spending over \$1,000,000. Compared with the possibilities of our market for the next ten years and its response to cultivation, there are not half as many as we need.

Mathematics is subjective. Sales are objective.

I can prove to Mr. Bazoo who wants to sell a \$1,500 car that there are 2,000,000 people who might buy that car, that 1,950,000 of them already have cars, which leaves 50,000 as his potential market; that 40,000 of that 50,000 are almost ready to buy competing cars, that 30,000 of these will buy before he gets his car on the market, that of the 10,000 who are left to him only 1,000 are possible customers because his competitors are known and he is new and their combined chances are really more than nine to one as compared with And then Mr. Bazoo, if he has the stuff in him, may go out and sell 200,000 or 300,000 cars before we know it-somewhat as Mr. Chrysler did.

"Give me outlets and production," says the manufacturer. "It is too early for economy in production, even though economy in promotion may be the greatest possible help to my promotion."

Objectivity in production, in raw materials, in machinery, in freights, in warehousing methods is very real, very tangible, very amenable to economies of operation. The manufacturer must sense all this and use it. However, all that leaves him less than half way to his goal.

I have labored quite a bit over the law of promotion. I have also observed that many men sense that law instinctively and that the more lavishly they use it, the bigger they get; and the more of it they do the less possible they find it is to do it extraordinarily. o. it.

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The soundness and capacity of an advertising agency may be estimated also by the duration of its periods of service to its clients.

MULHENS & KROPFF, INC., No. 4711 Glycerine Soap and other Toiles Products
1913 '14 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 THE YALE & TOWNE MANUFACTURING COMPANY, YALE Lais and Hardware
1914 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 THOS. A. EDISON, INC., The Ediphone 1917 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 PARAMOUNT FAMOUS LASKY CORPORATION, Paramount Pictures
1917 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 WHITING PAPER COMPANY, Writing Papers 1918 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 TERMINAL BARBER SHOPS, "Where the Promise is Performed" 1919 '20 '21 -- - '28 '29 THE TEXAS COMPANY, Texaco Petroleum Products 1920 '21 '22 '23 '24 '25 '26 '27 '28 '29 S.W. FARBER, INC., Adjusto-Lite; Farbermare 1920 '21 '22 '23 '24 '25 '26 '27 '28 '29 BRILLO MANUFACTURING COMPANY, INC., Brille 1921 '22 '23 '24 '25 '26 '27 '28 '29 EDISON STORAGE BATTERY COMPANY, Storage Batteries 1925 '26 '27 '28 '29 PUBLIX THEATRES, INC., America's largest chain of motion picture theatres 1926 '27 '28 '29 1927 '28 '29 KOLSTER RADIO CORPORATION, Kelster Radio G. CERIBELLI & COMPANY, Bristchi 1927 '28 '29 THE GEORGE W. LUFT COMPANY, INC., Tanges Lipstick and other beauty aids 1927 '28 '29 McKESSON & ROBBINS, INC., Pharmacoutical and Tollet Proparations 1928 '29 ROYAL TYPEWRITER COMPANY, INC., Typewriters 1928 '29 JULIUS KLORFEIN, Garcia Grande Cigars 1928 '29 DE FOREST RADIO COMPANY, De Forest Audiens 1928 '29 NORTON DOOR CLOSER CO., Door Closers 1928 '29 1. OLLENDORFF CO., INC., Ollendorf Watches 1928 '29 A. & M. KARAGHEUSIAN, INC., Rugs and Carpets 1929

Hanff-Metzger

Incorporated

Advertising

Organized, 1913

Paramount Building, Broadway, 43rd and 44th Streets, New York

A New Publication

MACHINHI

as it affects

ENGINEERIN

ACHINE DESIGN will be a monthly technical M publication, conceived, edited and directed expressly for those executives and engineers responsible for the creation and improvement of machines built for sale.

The controlling influence of the designing engineers in the purchase each year of over five billion dollars worth of resale products long has been fully appreciated by the manufacturers of parts and materials which are incorporated into the design of the many thousand varieties of machines. Sales and advertising managers, who have been confronted with the problem of how to reach these men, readily can grasp the unique advantages and possibilities offered by Machine Design.

The Johnson Pu

Penton Building Cleve

DESIGN

PRODUCTION-SALES

EDITORIALLY, Machine Design will show definitely and practically how to apply the fundamentals of design to advance the usefulness and salability of all machines used in industry, commerce and the home. The latest developments in methods, materials and parts will be recorded in its pages.

The first issue of Machine Design will be in September, 1929. It will be published by The Johnson Publishing Co., Cleveland, Ohio, in affiliation with The Penton Publishing Company. To their task the publishers will bring not only experience, facilities and resources, but a thorough knowledge of the processes and products of the metal working industry, with which the whole subject of machine design is so intimately related.

Publishing Co.

Cleveland, Ohio



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Expanding the Market with an Old Product in New Form

How New Users of Milk of Magnesia Are Being Developed Through Milnesia Wafers

By Charles G. Muller

HOW to put a new form of an established product on the market in such a way as to broaden the market for both old and new forms, instead of merely creating intense competition between the two, is a problem which calls for One an-

a well-thought-out plan. swer is to stress conditions under which the new form is most satisfactory, to ignore the older product in advertising copy and thus increase the total number of users in the field so that both forms will

have ample volume.

The Milnesia Laboratories, Inc., faced this problem squarely when it evolved a milk of magnesia wafer which could be sold in small tins and bottles, and which offered the older, accepted milk of magnesia in a convenient form. The present Milnesia advertising campaign shows how the company is broadening merchandises the wafer

For the last two years Milnesia wafers have been tested in a small way for sales potentialities. According to an official of the company, an advertising campaign of a few thousand lines over a period of a few weeks was put behind the product about two years ago in Cleveland, the purpose being to give the wafers a good introduction and then to see whether they had repeat possibilities without advertising help. Slight increases in Cleveland sales over those two years, during which there was no follow-up advertising and no aggressive merchandising, showed the company that the product could sell itself to some extent on wordof-mouth advertising and, therefore, was deserving of increased advertising and sales promotion.

During this same period, at other points, various advertising ideas



Shaky





the general market as it One of the Newspaper Advertisements for the New Milk of Magnesia Product-Milnesia

were tried out to uncover the best appeal for wafers, the "substitute" appeal being one tested. None of these trials proved particularly satisfactory, however. Last July the Milnesia Laboratories, deciding to go strongly after their market, spent a month in an intensive study of dietetics and intestinal fermentation. Results of this study indicated that the use of milk of magnesia to counteract acid poisoning was the most effective appeal which the company could make in its advertising.

Having determined that the best

way to reach consumers was through the acid stomach appeal, it was decided to use newspapers in the company's major markets, New York, Philadelphia and Chicago. Into the first two cities the company went last September and into Chicago in January with 540 lines twice a week. In Sunday sections, half and full pages were used, and in order to get a quick recognition from the trade, a coupon was carried in all this early advertising.

Coupon and general returns showed that the acid appeal was sound. From the middle of December to the middle of January was a short gap, and then the schedule was resumed on a slightly lighter basis, copy being less educational and having more buying appeal. There was no coupon in this advertising, the burden of the trial being turned over to the druggist in the belief that introductory promotion had done its job and overthe-counter sales now would be more valuable in building up general dealer distribution.

Only a single introductory letter was mailed to the druggist, promotion after that being done altogether in business-paper advertising space and in follow-up calls on druggists by salesmen who carried advertising proofs. On these calls, salesmen stressed the fact that in addition to a consistent campaign for 1929 in a national weekly magazine a strong newspaper campaign would be conducted.

This magazine and newspaper advertising was supplemented by car cards and by advertising to doctors, nurses and dentists in professional journals, as well as the business-paper advertising.

A check up of Milnesia advertising during the introductory campaign showed that best sales outlets were chain stores and stores located in the better residential districts. From this it appeared that the wafers had most ready acceptance among upper middle classes, a fact which checked with sales of regular milk of magnesia. This meant, for purposes of advertising, that to start with, at least, the advertising should be

aimed at a higher grade of prospect. Later the market could be broadened to other fields.

Initial advertising, therefore, carried long educational copy under such provocative headlines as "Doctors know it's often acid poisoning," "Don't handicap your day— before it begins," and "So easy to poison yourself." Capitalizing public knowledge of acid poisoning as brought about through the advertising of citrus fruits and the regular milk of magnesia, Milnesia went on to point out reasons why the wafer form of magnesia is convenient. That it could be easily carried in the vest pocket and used "just downtown" or on travel "from coast to coast," were two of the more specific angles played up after the general educational copy had done its work.

When this educational type of copy had obtained proper preliminary effects in softening the market and in gaining distribution, the company felt that some way could be found to develop a type of newspaper art and copy that would be flexible enough to interest both the higher class market and the lower as well. The result of efforts along this line is the present campaign.

This newest advertising gets away from long educational copy and puts in its place large pictures, the acid poisoning appeal being played up in spot copy rather than in lengthy educational treatment. For example, one of the latest of these advertisements portrays a business man at his desk, head in hand, frowning:

Rid your digestive system of the poisonous acids that come from too much meat, wrong food combinations. Milnesia Wafers drive this acid out. Eat them daily for better health. Equal teaspoons of milk of magnesia in each wafer keep your digestive tract sweet and clean—free of acid poisons. Milnesia is palatable, convenient. Carry a handy 20 cent packet with you and keep a 35 cent or 60 cent bottle at home.

Other advertisements of this sort

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Quantity Circulation?

Advertise in THE BURROUGHS CLEARING HOUSE

Quality Circulation?

Advertise in THE BURROUGHS CLEARING HOUSE

More than 67,000 copies, individually addressed and mailed to the important executives in every bank, including, always, the president.

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WRITE FOR FURTHER
PARTICULARS

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*The*Burroughs Clearing House

Second Blvd. at Burroughs Ave., Detroit

May

are gradually being worked into the campaign.

This advertising flexibility is a major feature in Milnesia's effort to broaden the market for milk of magnesia in general rather than merely to take away part of the existing market on a "substitute" appeal. As there are two groups of readers—(1) those who have used milk of magnesia and (2) those who have not tried it in any form—this advertising seeks to reach both. With the former it is aimed to stimulate the use of magnesia, one form supplementing the other; with the latter, it is aimed to get non-users to try the product in easy-to-take form and at a low trial price.

To make it convenient for prospects to try Milnesia wafers, the company has packaged its product in both bottles and tins. Bottles are priced at 35 cents and 60 cents to put the wafers into the two popular-price classes, and tins are priced at 20 cents. The tin is intended chiefly as a trial package. Though the tins get a good deal of play in the company's advertising, bottles naturally come first from the company's as well as the dealer's point of interest. "Keep the bottle at home and carry a tin with you," is the thought.

Knowing that the fight for space on the druggist's counter is an active one, Milnesia Laboratories have designed a very compact counter display to hold two dozen This display has an adjustable bottom which permits the lower layer of tins to be raised when the upper has been sold.

Thus with 20-cent tins it is made very easy for the prospect to try milk of magnesia at low cost, and at the same time the druggist's and the company's volume are protected by having larger sales units in the 35- and 60-cent bottles.

Since the campaign began, the company reports, sales have stepped up rapidly month by month. For the first three months sales doubled successively and five or six times the original volume was obtained in that period. From now on it is felt that the pull up the sales hill

will be more even, and it is for that reason that smaller and more flexible advertising copy is being used to develop quickly and opportunely the markets that are opening and to enable the company to spread most effectively as new milk of magnesia users are created.

A Verdict of "Not Guilty"?

THE PARKER ADVERTISING COMPANY DAYTON, OHIO, MAY 22, 1929.

Editor of PRINTERS' INK:

After five weeks of silence on my part, may I speak now? I believe I am entitled to a word or so, now that the "Metaphorical Pyrotechnics" battle has died down. died down.

died down.

I am the author of the article "On the Trail of Better Copy," which appeared in the house magazine "Top" and to which W. E. McFee took exception in your issue of April 11. I saw his article and waited. I saw Mr. Allhouse's article on April 25. And Mr. Mickam's comment in the same issue. And Mr. Tipton's comment in the May 9 issue. Four articles in all. They seem to have stopped at that.

And Mr. Tipton's comment in the same issue. And Mr. Tipton's comment in the May 9 issue. Four articles in all. They seem to have stopped at that.

Let's go back to Mr. McFee. He calls this little explosion of mine "a fascinating short article" with an "alluring title," an "absorbing prelude" and "pithy expression." He read it with a zip, I take it. Still, he panned me proper. And he got off the track them. He forgot that I didn't use "big words" or suggest that advertising copy should be highbrow or swanky. The main point, which he seems to have missed, was that advertising men need the vivid imagination of the poet, the author's descriptive ability and the novelint's knowledge of human nature.

And as to "quoting" from an article or an advertisement, let me say it is better to be read and quoted than not

better to be read and quoted than not

Oh. well, Mr. McFee got his spank-ing from some others that followed.

Oh, well, Mr. McFee got his spanking from some others that followed. That isn't my job. Mr. Mickam, who is an able authority, said the greatest crime of the copy writer is the crime of the copy writer is the crime of being dull. And so, if the men that followed Mr. McFee are the jury, evidently I am not guilty.

I believe Mr. McFee lives not so far from me. May I, through your magazine, invite him to my fireside some evening where we can do what I suggested in the original article. I am sure we can find some wonderful classics that do not "dazzle and overwhelm" and a few terse sentences of the old masters that it did not require a whole day to think up.

And so, Mr. Editor, I guess I started all this. But, honest, "I hain't done nothin' wrong." All unmeaningly I started a little argument that furnished you with some splendid discussions, and, though my name wasn't mentioned. I'll admit it.

But the jury seems to have said not guilty. And that's that.

J. L. Sowzes.

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LINES INCREASE IN RADIO ADVERTISING

for the first four months over the same period last year.

Manufacturers of such well known sets as Atwater Kent Kolster and Sparton use the NEWS exclusively

An indication that the Dayton public is responsive to quality advertising appearing in "Ohio's Test Medium."

DAYTON DAILY NEWS

Member The News League of Ohio REPRESENTED BY
I. A. KLEIN, INC.
NEW YORK
CHICAGO
ST. LOUIS
KANSAS CITY

Member 100,000 Group of American Cities

HUGHLETT HOLLYDAY, JR., National Advertising Manager

48

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To All Who UsW The Greates Nic HARTRAMPF'S Vocabularies.

This monumental volume opens up a new world of words for those who work with them-or who love them for pure enjoyment. It is the second vitally necessary book in every library-the first being a dictionary.

When we call it a book of synonyms, we merely classify, but do not describe it. It is about as far ahead of similar books, as they are ahead of nothing. Where they give you a dozen synonyms, antonyms and relatives, HARTRAMPF'S provides 60 to 150.

Its classifications are by thoughts and ideas, rather than by words. For instance—you look at the sun, you have the thought "dazzling" but the word escapes you. But turn to "bright" or "shining" in HART-RAMPF'S and you find "dazzling" and 150 other words ready to express the exact shade of meaning you require.

Turn to the "IDEA CHART" for stimulation in dull moments, when the mind functions slowly. Read the Introduction and the Instructions For Use. Ten minutes will prove that you cannot possibly afford to be without this wonderful aid to fluent writing, speaking and reading. But you may have ten days examination and use, before you pay one cent for the book. Send for it today. Use the coupon. Don't delay, because this advertisement is published once only.

> Mail the coupon NOW. The risk is all ours. You assume no obligation, except to return the book if you do not want it.

Hartrampf Company, Gould Bldg., Atlanta, Ga.

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TEN DAYS FREE EXAMINATION COUPON

HARTRAMPF COMPANY	IA	RT	RA	MPF	CO	MF	AN	Y
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Gould Building, Atlanta, Ga.

Please send ON APPROVAL, one copy of HARTRAMPF'S VOCABU-LARIES. I will examine it carefully and test its usefulness.

If I am thoroughly satisfied that I cannot afford to do without it, I will remit promptly five dollars (\$5.00). Otherwise I will return it postpaid, within ten (10) days.

Signed									*																	*
Address							*				×						*						*		*	

Occupation Date

A-18



The vision of an engineer is transferred to paper and finally to the tracing cloth and blueprints. Other minds see it and add their quota of knowledge or creative thought. A machine evolves.

The weeks pass and there are changes, developments, tests, that fail or succeed and then the eventual triumph.

New avenues of thought are opened up by this invention, and the metal-working industry is touched by it in countless unforeseen ways. Other machines are made better because of this. Some become obsolete at once.

Where can you find the story of this or any other development in the metal-working industry? Where do you read about the effect of modern design in machinery and products? It is the weekly task of the American Machinist to record the progress of the industry in metal, machines, merchandising and management.

And advertising, placed in the pages of this magazine, reaches the men who buy, who plan, manage and build.

The American Machinist is a McGraw-Hill Publication issued from Tenth Avenue at Thirty-Sixth Street, New York. Usi

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Using the Headline or Text Mortise as a "Pointer"

The Illustration Is Usually Employed to Direct Special Attention-But Some Advertisers Are Using a Reverse Idea with Skill

By W. Livingston Larned

N such layouts as require a "pointer" to pick out some very special zone in the advertisement, the ordinary custom is for the illustration to serve that useful

nurpose by one of anumber of resourceful expedients. There are a number of adverwho realize that a mortise, either for headline, subhead or text, may be put to similar use, and to even more consistent purpose.

In the one system, the pictorial "pointer" calls attention to a vital piece of reading matter. When this plan is reversed, the text, because of its unique mortise arrangement, is made to high-light an illustrative feature. Both approaches are useful, but the latter is used less frequently, and deserves some analytical attention.

conspicuous example of this style of composi-

tion is to be seen in the current Absorbine, Jr., series. The object of the text and illustration, in every instance, is to explain that the product is fine for sprains, bruises and the like, and the photographic pictures reproduce such scenes as a woman rubbing a sprained ankle, or a man massag-ing his sore throat. They are superimposed against modernistic, crayon backgrounds. In order to cess has been pronounced the white

stress these incidents and to guide the eye unerringly to the main part of the illustration, white mortises, ending in point, lead right down to the point of contact.

A pretty girl has fallen and sprained her ankle. She is pictured rubbing the afflicted part, and just here the sharp point of the white mortise intrudes. There is no questioning the fact that such devices do direct visual attention. With almost the entire area of an advertisement in tone, the one white, angular mortise is certain to demand your initial consideration.

But the idea is strengthened in the Absorbine, Jr., advertisements by the fact that the mortise carries either text or a crisply worded headline. Thus, with a picture and a sentence, the advertiser has constructed a complete advertisement

within an advertisement. If the reader does

no more than glance at these two units, he has at least some idea of what it's all about. It is imperative, of course, in such layouts to set off the white

mortise by building fairly dark backgrounds behind it. Contrast is necessary. The entire scheme fails if this contrast is not established, and in every campaign where suc-



The White, Angular Mortise in This Display Attracts Immediate Attention



In Both of These Advertisements the Type Mortises Blaze a Trail Right Down to the Product Which Is Discussed in the Text

mortise, with all else subdued, is responsible for effective handling.

Usually a mortise for type is a formal affair, quite without any function, except to hold some reading matter. Suppose you double its usefulness by making it act as a magic, directing wand. Isn't that to be desired?

We see formal, stiff, rather uninteresting mortises in many forms and styles. But many advertisers are saying, in effect: "Put the mortise to work along unconventional lines. Why not have it point to a feature of the illustration?" And the Absorbine, Jr. series has been thus fashioned, and most interestingly.

Just how far can this idea be carried? Have artists even tapped the surface possibilities of it? Occasionally such vigorous compositions are achieved that they startle the eye with their innovations.

We see a page in an aviation magazine, built on the same general floor-plan, but with an entirely new significance. The product advertised is an airplane. The photographic picture of this plane, in flight, is placed well to the bottom of the space. It is flying directly out at the reader. And it leaves

behind it, against a star-lit, black background, a sweeping path of white. This path is a mortise for the text which has been set in such a way as to conform to the curved lines on each side.

Such layouts as this are touched with cleverness. Not only is an unusual mortise provided for, but its every tendency is to blaze a trail for the eye right on down to the product itself. What is said about this product leads naturally, even spectacularly, to it. And the entire magazine page profits by the strikingly original character of the composition.

It so frequently happens that an advertiser, with a limited art appropriation, must turn some strategically sharp corners in order to use simple material, in an illustrative sense, yet make it match layout wits with those who have an unlimited sum to spend. The directing mortise may easily prove a solution to this problem.

By pasting a piece of white paper, which, in itself, is of original contour, across the face of a photograph, some very unusual effects may be secured. And this white mortise can be made to accentuate, to lead the eye to, some

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one, very special part of a camera study. One advertiser has made commonplace photographs of interiors of bedrooms take on a dramatic flavor due entirely to eccentric white angular mortises formed of white paper, which are pasted down over photographs. They

terminate, always, in a point and these points of white lead to a vital section of the picture a bed—for the product advertised is lace for bedspreads.

What a simple and inexpensive scheme it is! Given the sense of proportion, of composition, almost anyone, with a sheet of paper and a pair of scissors and a pot of paste, could arrange the copy for the engraver.

When violent contrasts are secured in an illustration you

may be definitely certain that the human eye is interested. White paper against the over-all tone of a photograph must, of necessity, re-

sult in this contrast.

The arrangement of text in such mortises, which are almost always angular and odd, is a problem in tiself. Liberal white margins should be a rule. Otherwise, reading matter mixes too readily with the background. Surround the mortise with an adequate gutter of white.

Of all such mortise-pointers, the triangular shape seems to fit compositions the best. There is no arbitrary rule as to where or how they may project into the composition. I have seen arrangement in which a triangle of white ran upward, from the bottom of the layout, while in other campaigns the mortise is thrust in from

the side or down from the top of a display.

An aluminum paint series, in full color, puts quite small triangles of white to work in behalf of an important phrase which is repeated in every advertisement. The illustrations generally picture painters

at work on buildings, and the triangles point to the hands and the brushes of the figures.

This makes for concentrated reading of the "This phrase: Aluminum Priming Coat seals the surface of the wood, keeping out moisture and preventing the warping and checking, that ordinarily would break down the finishing coats.' These words go straight to the point of actual contact - house and painter at work.



Here the Headline Leads to the Text and the Text Melts Into the Illustration

There are nearly always portions of an illustration which are unimportant. They detract, in fact, from far more vital considerations in a composition. Here again the directing white mortise is advocated, because it dispenses with the unnecessary detail.

Thus the placing of a directing mortise is influenced appreciably by such portions of photographic or original illustrations as are not essential to the telling of a story.

Headlines "get down to real work" when enclosed in the attention-compeller mortise. What is said about a product or some specific part of a product seems to step alertly into the drawing.

Too many headlines are segregated too widely from both text and picture. Too many times a block of reading matter, in a quite meaningless mortise "stands out in

May 30

the cold," as it were, as a species of incidental postscript. scheme of unifying them all is surely beneficial.

Someone has said that the ideal advertisement is one in which reading matter and illustration flow along together uninterruptedly in a living stream. There is perfect synchronization.

I believe this is as it should be. The constant combat, in some layouts, between text and picture is quite inexcusable. One is forever detracting from the other. You either see the illustration first and it dominates objectionably, or the text spraddles over all else, making the picture seem unimportant.

The value of the directing mortise, then, is not alone to supply an original layout, but to create this "flow" of the two in combination. The New Jersey Zinc Company, in its business publication campaign.

has headlines lead to text and text melt in with illustration.

The plan is comparatively simple. Retouched photographs of installations fill the entire space area, from top to bottom and side to side. Where white mortises will cover up no essential detail, such mortises are mounted in with white paper. But they are always placed where they will emphasize a feature of the product. And the headlines are in separate white strips which run down at sharp angles, opening out into the mortise.

As a consequence, you read the heading and go from it to the story. And all the while both are enveloped in pictured product.

What Groucho Says

Three-Quarters of a Million Appropriation-But a Red Ink Account for Groucho's Advertising Agency

AM I sore? I'll say I am. End of our fiscal year; great ex-pectations to Groucho for a big raise based on earnings. Nothing loing. Why? Nothing but the Nothing but the doing.

"Haven't lost an important client in five years," says the Big Chief. Of course we haven't. giving 'em our shirts, platinum cuff links, pearl studs and all.

Listen to this: Bigger Shoe Company, three-quarters of a million appropriation. Shouldn't that mean handsome profits? Bigger wants a broad market analysis. "Our account is so valuable that you should pay for such an analysis." We did.

The analysis—estimated at \$12,-000-showed that Bigger was losing out on style. "Show us how to lead the world on style." Cost us \$18,000 to show and then Bigger couldn't see it.

"What? Charge us for businesspaper copy? Our account so valuable," and so on. We furnish 640 pieces of trade copy free. Cost us \$14,426.32. Commission on space, \$1,248.22.

Traveling expense! Many trips to Kansas City-must have a copy man, art man, woman stylist, assistant accountant executive and market analyst along. Bigger likes to see an array of talent working for it. Two to three days each trip. Average, \$3,000 per trip.

All keyed up to leave a small margin from three-quarters of a million; then cancellation of two hundred thousand "because you were unable to show us how to lead the world in styles."

Figure out this "gimme" cost if you can. I can't. A fine account? Exactly \$8,462.28 in red ink, according to our treasurer.

Big raise for Groucho? Groucho is losing money for the house.

"Keep expenses down, Groucho."
"How shall I do it? Tell 'em to go pay their own bills?"

"Be careful, Groucho, important account, a prestige account, can't afford to lose it.'

Wish the boss would handle it himself for a year

If we had \$8,462.28 minus on every account, where would we get off? Damn the 28 cents anyway. It's got my goat. Treasurer always emphasizes it. "And 28 cents," says he.

GROUCHO

, 1929

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182 National Advertisers published 188,622 lines

in the ALTOONA MIRROR during the month of April, 1929—22,911 lines more than April, 1928, making the month of April the largest month in the history of the MIRROR. This splendid record speaks for itself.

If you want to reach all of the people in this territory send your advertising to Altoona's Evening Newspaper. Blanket this wonderful territory at one cost.

ALTOONA MIRROR

ALTOONA, PA,

No special representative—all business direct

Fred G. Pearce, Advertising Director

Daily net paid circulation for April, 29,286

Memo:-

To 1906 subscribers to Printers' Ink Monthly

YOU are one of the 1906 advertising agency men of the country who subscribe to PRINTERS' INK MONTHLY. Like all subscribers to all publications occasionally you miss an article that was written just for you. Overlook it, maybe. Or just don't get around to it.

In June Printers' Ink Monthly we have a couple of articles that were written for you. We know you'll thank us for calling them to your attention.

In Printers' Ink Weekly recently were published three articles. They were by Theodore F. MacManus, A. W. Erickson and Raymond Rubicam. You remember those articles, of course. The MacManus article was later reprinted in double page newspaper space and the other two were considered by many of our readers as the best discussions of the testimonial published anywhere. Well, the two articles in the June Monthly are going to appeal to the same readers who enjoyed MacManus, Erickson and Rubicam.

The first is "Needed: Dramatization of Truth in Advertising." It's by John F. Hurst of Henri, Hurst & McDonald. You'll find in it some unusual suggestions on how to get out of this tainted advertising mess that bothers all of us.

The second is by Howard W. Dickinson who used to be with Batten. "Qualifications of a Grade-A Advertising

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Agency" is the title. It's written for the men who think they've got just that kind of an agency—and for those who aspire to one. You'll find it interesting to measure your agency against the yardstick that Mr. Dickinson has used to determine the Grade-A agency.

Perhaps it is foolish to write a memo of this kind—let alone publish it. Perhaps we should assume publicly what we know privately isn't true; that every subscriber reads every word we publish. Shucks! If we could publish that kind of a magazine we'd go out of business and take up something simple like revising the Einstein Theory or cracking up atoms.

We know that you read PRINTERS' INK MONTHLY closely. We can tell that from the letters we get and—to reveal a trade secret—our renewal percentages, which we have mentioned to no one recently except the 71.89 per cent. But once in a while we find that some of you miss articles that you really should have read—and that's the reason for the memo.

Incidentally, if you are a typical subscriber there are probably two or three men in your outfit who don't subscribe. They figure it's easier and cheaper to borrow your copy. Here's a good chance to do them a favor by mentioning the Hurst and Dickinson articles. Perhaps, who knows, maybe they'll find out for themselves that the simplest way to be sure of getting the good stuff that we send you every month is by subscribing themselves.

PRINTERS' INK MONTHLY

P. S. The two articles are on pages 29 and 43. In the same issue you'll find a dozen other articles you ought to read—and at least haif a dozen you'll enjoy reading.

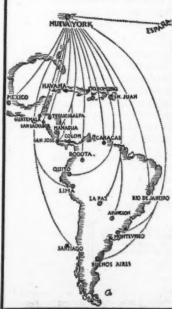
The *Promotional* Value of a Customer

I NDIVIDUALS must be rated for their promotional as well as consuming value to the advertiser.

It is not alone the 80,000 Spanish - speaking people in the Metropolitan District.

It is not that they derive from the cultures of 21 different nationalities.

It is not that they are



visited yearly by wealthy thousands of former compatriots, or that La Prensa is the only American newspaper speaking their mother-tongue and providing an authoritative binding medium.

tive It is all of these together
that gives a well-prepared advertisement in
La Prensa such power.
Like dropping a pebble
into a pool, it produces
action. The action is contained and felt. It is not
dissipated. It reverberates.

In allocating an appropriation to advertising media, large and small, do not neglect—

the promotional value of a purposed institution.

La Prensa

245 CANAL STREET

New York Crry

A. B. C. Associated Press

N. B. We have an adequate contact organization for translation and cooperation with ACCEPT.
ABLE advertisers and RECOGNIZED agencies ONLY. Write for information.

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Henry S. Dennison Answers Two Questions

One Explains Why the Dennison Manufacturing Company Employs an Historian-the Other Deals with Business Forecasts

T the conclusion of a

A talk recently delivered

before the Sales Managers

Club of New York, Henry

S. Dennison, president of the Dennison Manufacturing

Company,

permission.

threw

open to questions. Two of

these questions, and Mr.

Dennison's answers to them,

are printed here by special

One of the questioners wanted to know why the

Dennison company employs

a historian. The reply made

to this question furnishes

an idea of immense value to

hundreds of advertisers.

himself

RALPH (Posts ALPH STARR BUTLER (Postum Cereal Company): I should like to ask a question about something which Mr. Dennison hasn't touched. Since the War and perhaps a little before it there have been business conditions services, that is, attempts to forecast business conditions for months to come,

being published by increasing numbers of commercial enterprises and they have been subscribed to by increasing numbers of business firms.

I have had a suspicion that there are more of those business conditions services subscribed to and not used than there are subscribed to and used. I have heard from time to time that the Dennison Manufacturing Company utilizes forecasting services or

else has developed a forecasting service of its own to a greater extent than any other American industry.

If it is not an impertinent question, Mr. Dennison, I think we would all be greatly interested in knowing what your organization does along that line.

Mr. Dennison: We have sub-scribed to a number, but have never felt that we would be justified in taking the other fellow's prognosis just as it stood. In other words, we had to think it over ourselves, so we have taken those services and used them.

As a matter of fact, up to 1922 or 1923, really, with one rather significant exception, the fluctuation in business activity was fairly predictable, I won't say "uniform, but it cast its shadows frequently before. It wasn't a difficult matter. Most of the few services that really predict (and there are only a very few business conditions forecasts against hundreds of them for the stock market and this and that and the other stock) hit the thing pretty nearly right up to 1923.

From 1923 on we have been in a

state that is like the "sick cycle" that ing much is happening, where it is

Leonard Ayres called 1909 to 1914. Our figures from 1920, at the peak compared with 1907 at the peak, and followed along through the next seven years ran extraordinarily close in even their minor fluctuations. We are either in the sick stage of the cycle where nothconfused and there is not much striking movement either

way, or else the publicity given the business cycle has done what we hoped it would do, providing for just enough looking ahead on the part of business men to knock out the widest fluctuations. Anyhow we have had highly irregular and very slight variations since 1923. The total figures have been a matter of 2, 3, 4, 5 per cent indications which never gave ind enough for safe prediction.

Our own predictions have suffered in the last few years just as The services all others have. that you get have been so deeply bitten since 1923 that most of them just simply aren't predicting business conditions. One or two still keep at it, but the changes have been so minor that the errors haven't been very serious either way. The guess has always been right that not much of anything will happen, that is, in general business conditions. In some one or another line, of course, quite different things have happened.

We can't boast any better success in the last years except we have been within that very rough guess that there wouldn't be much of an increase or decrease. Nevertheless, the habit of looking ahead has been worth everything even if we can't accurately see just what is going to happen in general business conditions. It helps us in every part of our detailed operation and I believe that the great service that those services have performed has been developing the habit of foresight to take the place of a sadly widespread habit of hindsight that preceded 1921. When anybody realizes the number of people who in 1920 were blindly optimistic in the face of the most complete signs of a crash that ever could possibly be given to any nation, he realizes what a huge number of business men played for a continuation of what we mistakenly called prosperity.

I know of a man of big business capacity who was buying in the fall of 1920, a year's supply of his goods at top prices, when everything collapsed around him by that time but hadn't hit him yet, so he didn't care. That situation won't develop with any such slightly varying times as we have now, but when fluctuations start to increase, if we keep on looking ahead, making our budgets as best we can, I believe that will be a very powerful influence toward preventing the riotous ups and downs that used to be so extremely damaging.

Dr. Paul H. Nystrom: A good many of us hear many of the fine things done by the Dennison Manufacturing Company. I have heard that the Dennison Company hires either now or has at one time or another, a professional historian. What in the world does a professional historian do in a manufacturing plant? That brings to mind another question: I know of a first-class astronomer in case you might be interested in one. I know there must be a very good reason for the

historian; I am sure it would be illuminating to all of us to hear about that.

Mr. Dennison: If you have an astronomer, send him over. One of the best, most interesting and probably most lasting educational courses that we ever had was carried on by that perfectly marvelous Harvard astronomer who gave us six lectures at Framingham one winter—I can never think of his name—

Mr. Pratt: Shapley.

Mr. Dennison: That was an attempt in a small town to give ourselves. a chance to reorient, to get way off and see some of the things that are bigger than tags.

What an Historian Does

Our historian story is simple enough. It so happened that once (it is not unusual I imagine) by death or retirement, within the period of twelve or fifteen months, practically every man with years of experience in the general management of the business passed out and we were left without any graybeard on the board. In 1912 we were left with nearly seventy years of business experience behind us and practically no way to take advantage of it. Nobody knew enough about it to say, "we did something like that some years ago and there is a lesson to be learned from that."

We made up our mind we couldn't always reckon to have a graybeard on the board, and we had heard some of them aren't so awfully good. We believed that anybody is justified in making mistakes. As a matter of fact, I would be ashamed not to make any, but I'd be trebly ashamed to make the same one twice over. How in thunder were we not to make the same mistakes if we didn't know those already made?

We had a fairly rich source of material, a good deal of stuff had been kept, so we hired a professional historian to start us going, on half time for a couple of years, to get that into shape and break momebody into the permanent job. Ever since we have had someone on the job whose duty is to keep

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NEWSSTAND SALES
INCREASE

118,520

IN TWELVE MONTHS

THE RED BOOK MAGAZINE

824,006
TOTAL NET SALES

May 30,

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the current stuff in such shape that a future historian can use it and to pull out and put in striking shape all the lessons of the past.

Nothing complimentary is written down; it is not for the advertising department. As a matter of fact, much of it can't go very far beyond the principal executives and some of it, I think, has to stop at my office—not much at that, as we want all the lessons we can get.

The job is to put in some cogent form the lessons of the past. We have a dozen stories that ought to be bitter enough so that we will never repeat those particular kinds of mistakes again. Our present very able girl historian is a graduate of Radcliffe and she came to us to help us get these stories together, one after another.

I don't know how to express or assess the value of having a historian. For instance, beginning with 1920, we began going through the same type of experience that we started with in 1867, when the general price level turned down. It stayed down for thirty years, from '67 to '98. The policies that we had to adopt by trial and error during that period were diametrically opposite from the policies which we ought to have turned down in 1900, but as a matter of fact, didn't succeed in turning down until 1910. The two policies are almost exactly opposite in every respect-factory orientation of effort, selling department policies and all the rest. We took particular pains three or four years ago to have all we could get from that period of the '70's, '80's and '90's written down.

Twenty-one Years of Rising Prices

That has helped us to overcome some deep-rooted prejudices, because every man-jack in the company today has been educated to twenty-one years of rising prices from 1899 to 1920, with only three years in the whole pe.iod when prices sagged a little bit for a few months. I not only got my experience in that time, I got it worse than that; I was fighting tooth and nail in my first five years of experience at anywhere near head-quarters in the business to over-

come, to knock out, the policies that were still hanging over and had started in and taken root in the '70's, '80's and '90's. I fought against the very policies that are today the correct policies.

It is darn difficult to turn yourself around unless you have something to help orient and give you a certain degree of perspective. We have gone through many merchandising experiences that we never ought to repeat, that we ought to have gotten lesson enough from never to make those particular mistakes again. Those things are being written up and placed in the hands of the officials where they can do the most good. I wouldn't give that up for anything. are going to keep that going for-That is simply organizing, putting in permanent organized fashion, our experience.

We stand around and worship experience and say how important it is. We say "a college education is no good, it is the school of hard knocks that does it," and then never take a notebook and put down anything the school tells us. We remember the things that favor us and forget the things that don't favor us.

Glacé Fruit Account to San Francisco Agency

The Lyons-Magnus Corporation, San Francisco, glacé fruit, root beer, etc., has appointed Emil Brisacher and Staff, advertising agency of that city, to direct its advertising account. Newspapers and business papers will be used for the present. A campaign on Lyons California glacé fruits in magazines is being planned for the near future.

W. P. Bottolfson with Milwaukee Agency

W. P. Bottolfson has joined Neisser-Meyerhoff, Inc., Milwaukee advertising agency, as director of plans and production. He formerly was advertising manager of the Elto Outboard Motor Company and previously had been on the copy staff of Cramer-Krasselt, Inc., both of Milwaukee.

J. E. Smyth Joins Wheeler & Wildes, Inc.

James E. Smyth, formerly with Allyn & Bacon, Boston, has joined Wheeler & Wildes, Inc., publishers' representative, of that city.

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San Francisco gained 36,000 in population in 1928.

And for the first four months of 1929, the San Francisco Chronicle made substantial gains in every major advertising classification — a total of 338,604 lines.

San Francisco Chronicle

Leading Newspaper of the Pacific Coast

Member Audit Bureau of Circulations

REPRESENTATIVES: Williams, Lawrence & Cresmer, 285 Madison Ave., New York City; 360 No. Michigan Ave., Chicago; R. J. Bidwell Co., Times Bldg., Los Angeles; White Henry Stuart Bldg., Seattle



The National Advertising Records

DON'T BE DRAGGED-BE ON YOUR TOES!

This Accurate, Authoritative, Dependable monthly Magazine, Radiocasting, and Farm Field Advertising check, is needed by Agencies, Publishers, Statistical Organizations. Let us explain.

AGENCIES!

The precise and timely information furnished by THE RECORDS will give the exact space and media used and the expenditure month by month of each advertiser. The actual performance of all primary media is shown in a close analysis. Space buying and campaign planning become scientific by their use.

PUBLISHERS!

THE RECORDS furnish you an accurate check up in all fields on positive performance. The strength and relative standing of each periodical can be accurately determined.

STATISTICAL ORGANIZATIONS!

THE RECORDS are a mine of information on the subject of advertising expenditures. The analytical tables are invaluable.

The COST is small, the SERVICE is great!

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National Register Publishing Company

Sole Sales Agents, New York, N. Y.

EASTERN OFFICES

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WESTERN OFFICES

140 So. Dearborn St., Chicago 1226 Russ Bldg., San Francisco

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A Salesman Can't Know Too Much about His Line

Uncompromisingly Thorough Knowledge of the Product Is a Sealy Mattress Creed

By A. E. Wilder

General Manager, Sealy Mattress Company of Los Angeles

HERE is one man who believes -no, who knows-that a salesman cannot possibly learn too much about the product he sells.* After all, what is selling?

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Is it finding out the hobby of the buyer and playing it up? Is it hypocritical solicitation about the buyer's wife and kiddies? Is it the accumulation of a fund of stories the buyer likes and the telling of them? Is it but a case of the "early bird"—being a few jumps ahead of the next salesman? Is it a case of becoming a battering ram, by fair or foul means, and reduce to ineffective shreds the buyer's resistance?

Or is it not rather the ability to draw a complete picture of the article one sells—its make-up, pedigree, endowments, attributes qualifications—abilities?

... drawing a picture so complete—breathing into it life, avidity -so that it fairly dances before the prospect's eyes—and coyly suggests—"get me—get me—you know you need me.... I can make money for you.... Take me to you."

Nothing else can do this except a degree of enthusiasm based on thorough, uncompromisingly thorough, knowledge of the article one sells

All the suggestions advanced so far, pro and con, as to whether a salesman should or should not be well armed with facts misses the biggest factor of all... and that is, that it is not a question of how much a salesman knows as how much he knows to use when the occasion arises.

How does an automobile salesman know, for instance, that even the woman prospect is not a technician and is genuinely interested in the ramification of the various mechanical units that make the car? He may wait on ninety-nine women—and all they are interested in is the comfort, color scheme . . . the things that appeal to vanity. But how about the one hundredth woman who wants to know more . . . asks serious, logical questions.

Here is the true test. The need for thorough preparedness is manifested in the ability to meet the critical situation, and meeting it successfully lifts the salesman clear out of the ordinary camp—gives him wings to reach the heights.

Can anything be said to be complete if even the smallest atom that can be added to its usefulness is missing?

Can a salesman who is neat, presentable, cheerful, ambitious, enthusiastic, energetic, a linguist, etc., be called a "complete" salesman, if there is information available about the product he sells that is not to be found in his briefcase or stored in his mind, ready on call?

When I asked a clerk why he charges \$5 for one felt hat and \$12 for another he merely replied that the \$12 one was a Stetson; placing the entire burden on Stetson to make me feel they are not highwaymen, but that their hat is better. The clerk lost the sale and cursed me (in his heart) for my

[[]EDITORIAL NOTE: This is an answer to Ed Wolff and the others who have claimed, in Painters? Ink, that a knowledge of selling practice is more valuable to a salesman than a knowledge of the product. Mr. Wolff started the discussion in the April 11 issue, page 41. It has been continued by George J. Dunbaugh, Jr., April 18, page 36; C. M. Bunnell, April 25, page 144; James A. Reardon and Lyle C. Harvey, May 16, page 125; and Charles A. Emley, May 23, page 97.]

ignorance in not knowing the difference between an ordinary hat and a Stetson.

Another salesman told me that because the fibers used by Stetson are carefully selected for length, etc., the felt will keep its shape twice as long as an ordinary hat. I was convinced and bought.

To prove that we, in this organization, appreciate the value of our men being thoroughly grounded in the knowledge of mattress making, let me quote from a letter released to our sales force over the signature of E. E. Edwards, president, Sealy Corporation, Houston, Texas. In this letter we tried to show the need for making substantial friends of our clients, basing that friendship on "knowledge of the mattress business" plus all other selling attributes. The letter follows, in part:

"That measure of a successful salesman is the number of friends he has in his territory.

"I don't mean only the friends who think of a man as 'a jolly good fellow.' Many a 'jolly good fellow' is that and nothing more. Such a fellow is welcome everywhere. He dispels gloom. He entertains. Folks are glad to see him come around. No one ever gets too much of good cheer.

"But the salesman who is a 'jolly good fellow' and who does not make this supreme virtue pay him and his house good dividends has no place in the selling scheme of things. He belongs in vaudeville. There people gladly pay to laugh.

"Selling is a mighty serious profession. As serious as any that man can engage in. It is all mental. It calls into play nature's greatest gift to man—Brains. An active brain—always on call, ready to do battle, that is a salesman's greatest weapon.

"But Will Power always superimposes the brain. Will power grips your whole being. It directs the training of the brain.

"Will power says: 'Now, Brain, we are going to apply ourselves to the task of developing a great number of friends who will buy Sealy mattresses from us—who will sell Sealy mattresses for us—

and who will be mighty glad to see us, when again we come around to sell them more Sealy mattresses.'

"The Brain is ready to do the bidding of its Master. Brain replies: 'O. K.—let's first learn every possible angle of the mattress business so that when we talk about mattresses we will at once command the respect of all whose friendship we desire.'

"For friendship that is founded on sympathy, on pity, or on mere good fellowship, is founded on sand. It wavers with the mood. It's fickle.

"You must always be in need of sympathy, of pity, or you must always be in a mirth provoking mood—and your friends must always be in a sympathetic attitude.

"Business men are not built that way. They have time for meckness when all's well and they are ready for a good laugh, when in the mood. But a business man is always ready to listen to a proposition that suggests profit for him, and always respects intelligence and knowledge.

"Will Power directs! 'Let's dig then—and get the facts.'

"A salesman, fortified with facts, carries a ring of sincerity in his voice, in his every gesture, every movement of his body, that inspires implicit confidence. All this, coupled with good manners, tact, a bit of the 'jolly good fellow' stuff, establishes a friendship that remains as firm as the rock of Gibraltar and can easily be pointed to as the greatest help in getting and keeping business."

Postum Reports Sales and Net Profits

The Postum Company, Inc., New York, and subsidiaries, report for the three months ended March 31, 1929, "sales to customers" of \$32,048,827. Cost of sales, including manufacturing expenses, was \$17,927,415 for the quarter, while net profits for the period were \$5,168,384.

Joins Hanser and Baird

Rodney Reed, formerly with the Buffalo, N. Y., Evening News, has joined the copy staff of Hanser and Baird, Buffalo advertising agency.

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Dependability

Only time will tell—experience seasons and qualifies for responsibility.

You advertising executives who buy space—coverage—service—on the basis of value received will do well to consider the record of achievement of Walraven Service before you recommend an expenditure for School Book Covers.

Direct contact with the schools is essential if maximum results are to be obtained. Let us make a personal survey of the schools in any territory you desire to determine coverage, or distribution, available.

Nine years of dependable service is back of the name of Walraven.

WALRAVEN BOOK COVER CO.

"The cover with the double corners."

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15 Points to Check in Picking an Advertised Leader

(Continued from page 6)

8. Sometimes it is wise to disregard known consumer attitude and choose a product for exploitation against which there actually exists prejudice, or, at best, indifference. If a large potential market exists, a manufacturer may be justified in concentrating his advertising on a product which requires consumer education in order to reach substantial sales.

The manufacturers of evaporated milk faced precisely that situation in advocating the use of evaporated milk for infant feeding. The prejudice against it was widespread, both among doctors and mothers. Far-seeing policies dictated the carrying on of an educational campaign to promote the use of evaporated milk for infant feeding; as a result, the leading pediatricians today are strongly recommending it and the value of evaporated milk for infant feeding is rapidly gaining world-wide acceptance.

While this situation has to do with the choice of advertising appeal rather than with the choice of a product to advertise, the same principle is involved. Had the choice been between one product with a ready acceptance and another on which prejudice had to be overcome, the same need for careful judgment in weighing the advantages would have existed.

9. Too little consideration is given to the frequency with which a product is purchased. The more often a product is bought the more fixed becomes the habit of purchasing it. To the manufacturer who has the call, frequency of purchase is a decided advantage, for his product is securely entrenched in the buying habits of his customers. Unless a manufacturer who is planning to capture such a market from his competitor is prepared for a long siege, he had better rate frequency of purchase as a negative. If, on the

other hand, he is entering an open field, so far as competition is concerned, frequency of purchase is a decided advantage and should be rated accordingly.

rated accordingly.

10. The uses to which a product may be put have a value in determining its suitability as a product to advertise. Generally speaking, the more varied its uses the wider the market and the easier it is to advertise.

11. The nature of a product often will determine whether or not it will lend itself to exploitation. Such products should be viewed from the angle of what controls the purchase. In selecting materials for a dress, a woman is guided by pattern, shade or texture and not by brand. Her hats are bought because they are stylish and becoming. If they bear the label of a maker known for the authoritativeness of his styles, so much the better, but the label only adds to the woman's satisfaction and does not control her purchase.

Wallpaper is usually sold by pattern and not by brand. So are men's ties and quite a number of other things. Such products do not lend themselves as readily to brand advertising as do tooth paste, breakfast foods, soap, and other products which are bought largely by brand name. It does not often happen that the choice lies between one product which readily lends itself to exploitation and one which does not, but when such cases occur, suitability to exploitation becomes a real factor in deciding.

12. A product is more readily salable when it possesses the quality of timeliness. Lindbergh flies the Atlantic and instantly the toy manufacturer finds a bigger market for toy airplanes than his previous best seller enjoyed. Walter Hagen wins the British open and a golf ball manufacturer finds it highly profitable to advertise a certain ball which Hagen used. The world continues to move, and new opportunities are constantly presenting themselves which make advertised leaders where none existed before.

Under the qualification of timeliness properly comes seasonableness, which, as a matter of fact, 20

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High-Class Cigarette Manufacturers concentrate all their Advertising in

"PUNCH"

M ESSRS. Albert Weinberg, the Manufacturers of the famous Balkan Sobranie Cigarettes, write as follows, from Sobranie-House, 33, Newman Street, London, W.1, under date March 15, 1929:

"Within the next few days you will be receiving our order for a further whole page in 'Punch.' You will have seen our advertising grow in your pages from mere one-eighth of a page to a half and now to whole pages.

seen our advertising grow in your pages from mere oneeighth of a page to a half and now to whole pages. It will also interest you to know that we are now concentrating the whole of our advertising appropriation

in 'Punch.'

In 'Punch' we see the only advertising medium worthy the quality of the goods we manufacture."

Advertising in "PUNCH" is the way to Prosperity. Recent reviewing revealed the fact that more than sixty firms who started by using small spaces in "PUNCH" are now taking whole pages regularly. Here is abundant proof that "PUNCH" is a profitable Advertising medium.

MARION JEAN LYON
Advertisement Manager, 80, Fleet Street, London, Eng.



YORK

—the Third City in Pennsylvania in diversified industry—produces paper, ice machinery, safes, candy, farm machinery, water-wheels, silk cloth, tacks, furniture, chains, tractors, steam engines, saw-mills, chemicals, mill machinery, silk ribbon, automobile bumpers and fenders, trucks, wall-paper, roofing-paper, wire cloth, pianos, clothing—AND IS AN ACTIVE TWELVE-MONTH MARKET.

THE YORK DISPATCH

EVERY EVENING DELIVERS AS MANY PAPERS BY CARRIER BOY IN YORK AS THERE ARE HOMES—THE SUBURBAN AND TROLLEY TOWNS ARE ALSO THOROUGHLY COVERED COMPLETELY BY CARRIER BOY.

REYNOLDS-FITZGERALD, INC., National Representatives

2 West 45th St., New York 1524 Chestnut St., Philadelphia 203 N. Wabash Ave., Chicage 401 Van Nuys Building, Les Angeles

240 Helbreck Building, San Francisco



The JUDSON

RADIO-PROGRAM CORPORATION

has the distinction of being the largest program organization not affiliated with a broadcasting system.

¶ Through various advertising agencies there are at present more than thirty programs using Judson service and talent, such as: Atwater Kent, General Motors, Hudson-Essex, La Palina, Van Heusen, Majestic, Sonatron and Baldwin.

¶ We offer you the same calibre of service and talent. The purpose of our organization is to assist you agency men in utilizing the broadcast medium for your clients.

JUDSON

RADIO-PROGRAM

Steinway Building NEW YORK CITY more often calls for the selection or rejection of a leader than does timeliness. It frequently happens that a manufacturer has in his line products which enjoy a year-round patronage and those which are purchased only during certain seasons of the year. In such cases, seasonableness becomes a highly important factor and should be rated accordingly.

13. Products which have individuality are, as a rule, better for advertising purposes than are those which do not stand out from the mass of similar products. Just another rolled oats would be a much more difficult product to advertise successfully than would a breakfast food which is different from others on the market. Other qualifications being equal, the product with individuality should rate higher than one without distinguishing characteristics.

14. This is the day and age of invention. People are attuned mentally to expect and welcome the new. Novelty, therefore, is a decided asset in gaining the public's attention. If a product has this value of novelty, it is likely to find the going easier than would be the case where novelty is lacking.

In appraising the value of novelty, one should, however, give careful consideration to the question of permanency. The novelty often enjoys short-lived popularity.

15. Prestige is a powerfully good salesman. People buy largely on confidence. The reputation which a manufacturer has gained through making and advertising a high quality product aids materially in his marketing of a lower priced prod-Beyond any question, the great prestige achieved by the Cadillac automobile has reflected favorably on the sale of the La Salle, because it is made by the Cadillac Motor Car Company. Undoubtedly the Marmon prestige will help the sale of the new Roosevelt.

In this connection, it is interesting to note the marked tendency in the automobile field to bring out new cars under new names which are not properly identified with the car upon which the manufacturer's reputation was built. Perhaps able prope of the seems bile in cashin by the it mas with which in the ing.

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haps in time the public will be able to sift down the names and properly connect them with those of the makers-but right now it seems as though certain automobile manufacturers are not properly cashing in on the reputations gained by their parent cars. Be that as it may, prestige is to be reckoned with and the choice of a product which will carry prestige to others in the line is well worth consider-

If a manufacturer will chart all of the qualifications of each prodnct which he has under consideration in selecting the one or ones to advertise, and will rate these qualifications according to their value in his particular business, he should be able to reach a wise de-Whether the decision be cision. to advertise one or a number of products, it will be found desirable to place the yardstick on all of them and judge their fitness by the score they make.

Whatever the Order, It Is Filled

ILLINOIS LIFE INSURANCE COMPANY CHICAGO, MAY 17, 1929.

Editor of PRINTERS' INK:

Once again PRINTERS' INK has It seems that no matter what infor-mation or service I request you are prepared and ready to shoot back the

goods. Which is just a prelude to my thank-ing you for your letter of May 15 to-gether with the clipings and bibliog-raphy in response to my recent request for information regarding signed ad-vertisements versus blind advertise-

wertisements versus blind advertise-ments in classified columns. I surely appreciate your helpful co-operation both in this and past instances.

D. J. WELLENKAMP, Public Relations Division.

J. K. Brenton Advanced by Miller Rubber Company

J. K. Brenton, for the last four years assistant advertising manager of the Miller Rubber Company, Akron, Ohio, has been appointed advertising manager of that organization.

New Account for Edwin Bird Wilson

The Wilmington Savings Fund Society, Wilmington, Del., has appointed Edwin Bird Wilson, Inc., New York advertising agency, to direct its advertising account. tising account.

Good Copy

Good copy sometimes dies aborning.

Especially if it must pass an executive who insists on telling possible customers what he wants to say-not what they want to hear.

HAWLEY ADVERTISING COMPANY Inc.

95 MADISON AVE. NEW YORK CITY

Not All Literal Zeroisms Are Actually Meaningless

"Boys Will Be Boys" May Be Zeroistic but It Has an Infinite Richness of Connotation

By John Davidson

ERNEST GREEN, Jr., has an attention-arresting article in the May 2 issue of PRINTERS' INK on "The Case Against Zeroism". In this article, the word "zeroism" is used in the sense of "meaninglessness." Mr. Green says that it is a coined word, and is descriptive of a certain type of copy which purports to set forth a thought, "but which on analysis signifies nothing.

It is easy, of course, to be critical. It is not so easy to create a new thought; or to take an old thought and, by means of words, create a new and vivid impression of that thought upon other minds. I think Mr. Green has done this.

Let us admit at once that the author has made out a case against the zeroist who uses words as a squid uses its color-sac-to becloud vision. A maze of words that have no meaning is the only safe refuge for a writer who is afraid of facts-who has something to conceal.

Let us also admit that there are many befuddled and involuntary zeroists who use words foolishly and thoughtlessly, who regard definitions as arguments, and who think that when they say "two equals two," they have arrived somewhere.

I have no desire to question the definition of a coined word. If a writer uses a coined word he ceitainly has every natural right to tell the world what it means to

him.

I do have a decided urge, however, to question the application of Mr. Green's coined word to many of the expressions and phrases which he quotes as illustrations of "nothingness." It is possible that Mr. Green's many battles with copy writers in the interest of his friend Old Man Specific may have given his mind a certain bias.

The critical mind, when in the ascendent over the creative, be-comes formal. It develops a tendency toward literalism-a tendency which leaves the skeleton of thought unclothed with life.

The thing to which I wish to call specific attention is the fact that not all literal zeroisms are in reality meaningless. Let us use a simple illustration. We find it in a phrase which is quoted by Mr. Green as an example of the simplest form of zeroism, "Pigs is pigs." To a literalist, this quotation would certainly be a true zeroism. Apparently it means nothing. It is the well-known title of a story which, for all its fame, is seemingly not so well known internally as is its quotable title.

Let us look into this story. We find, upon examining its interior, that certain difficult and ludicrous situations are set forth. A literalist freight agent plunges quite a number of innocent people into a morass of trouble. And all this trouble had its origin in his literalism. For he had come to the conclusion that "pigs is pigs" -even though they are guinea pigs. And thereto hangs the plot of the story.

Is it possible that Mr. Green may have followed in the footsteps of our hero of "Pigs Is Pigs"?

Let us see.

By far the greater number of Mr. Green's examples of zeroism seem to be of the same variety as "Pigs Is Pigs."

There Are Boys and Boys

The phrase, "Boys will be Boys", for instance, is given as one example. This expression, again, is meaningless, so far as its physical form is concerned. Quoted by Mr. Green in connection with his exposition of zeroism, it seems to mean nothing more to him than

The Newspaper Situation in Terre Haute, Indiana

THE powerful Scripps-Howard newspaper organization after twenty years' effort to establish a paying newspaper in the afternoon field of Terre Haute has sold its paper to the morning Star.

The two papers will be sold hereafter in a forced combination. The combination rate for national advertising is 5c per line higher than the former morning Star rate. This increase is two and one-half times the increase asked of local advertisers.

Every effort was made during the past two years to purchase The Tribune. It was not for sale and no price has ever been given.

The Tribune is the only home owned, home edited, and home managed newspaper in Terre Haute. It is published every evening and Sunday morning. It has led the second paper over a million lines in advertising each year for the past six years and for the first four months of 1929 is over 20,000 lines farther ahead of the second paper than for the same period of

1928. The great prestige of The Tribune as a result producing newspaper has made it impregnable in its field.

One large department store spends about \$40,000 yearly in The Tribune, about \$1,000 in the second paper and nothing in the third paper. A few weeks ago as a result of a full page in The Tribune, this store sold over \$8,000 worth of dresses. This statement is made to show the pulling power of The Tribune and why it holds its lead in advertising.

The Tribune produces results and national advertisers need not fear to tread in the footsteps of the local advertisers who are on the ground and know where their results come from.

The Tribune city circulation equals almost one copy for every occupied English speaking home in the city. Why pay for duplication?

On Sunday The Tribune has the only Rotogravure Section in this community, and as it is composed almost wholly of local pictures it has a field of its own.

Rate: Black and White 6c per agate line Rotogravure 15c per agate line

THE TERRE HAUTE TRIBUNE

(Terre Haute's Evening Associated Press Newspaper)

In charge of National Advertising: G. Logan Payne Co., New York, Chicago, and Boston; George H. Payne, Inc., Los Angeles and San Francisco

Branch Executives

Men who have successfully managed sales forces and whose earnings are over \$6,000 are invited to reply to this advertisement.

Specialty sales experience and management is preferred but not required. Ability to organize, train and hold men is important; and applicants should have a record of profitable operation.

The business is thoroughly established and the men selected will have the benefit of the experience and cooperation of other successful executives. Salary and yearly bonus.

Please submit detailed information including age, education, past experience, present earnings, languages spoken, and your preference as to permanent location.

Address "E," Box 226, c/o Printers' Ink.

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Mr. Green, of course, knows better. He uses the phrase as an apt illustration of his leading contention. Yet Mr. Green must know that the word "boys," as used in the first instance, connotes one thing, and in the second instance quite another thing. The first use of the word is generic. It refers to boys as human male The second "boys" progeny. means nothing of the sort. It is used entirely for its connotation. It includes an elaborate range of boyish qualities. It might be re-placed by any number of more limited words such as "hoodlums,"
"asses," "rowdys," "adolescents"—
whatever boyish descriptive word you like.

But just try replacing it!

The expression, "Boys will be hoodlums", for instance, would avoid the use of zeroism. Boys will be asses. Boys will be ... But what's the use? You cannot select a single word from the whole English vocabulary that will say quite so much as the simple phrase, "Boys will be boys." And this is true simply because "boys," in this connection, has an infinite richness of connotation.

"Boys will be boys" expresses the whole gamut of kindliness, laughter, weakness, strength, coltishness—everything that goes to make up the character of a boy. Even the average child, or the unconsciously, but unerringly—and without any coaching—read this rich shadowland of meaning into the phrase. But not your client! Not your average executive committeeman! He will see nothing but a zeroism, where two equals two. For he is a literalist.

One of the perpetual puzzles of the advertising creative producer is the strange literal-mindedness, not of the man of the street, but of the average man whose job it is to sit in judgment upon copy which he is not trained to produce. The trait seems to be an acquired one. Before he became an executive committeeman, and ex officio critic of copy for his organization, his habits of mind were normal.



Now you can have all the proofs you want at the mere cost of paper.

Advance proofs, Bulletins—printed quickly and mailed on schedule. Extra proofs for electrotypers, stereotypers, magazines, newspapers. Proofs for salesmen and clients.

Fremont proof presses are made in four practical sizes. The smallest, weighing less than half the weight of a typewriter, will print all forms up to 9 x 12 inches and is small enough and light enough to be quickly tucked out of the way, out of sight, when not in use. Simple! Clean! Speedy! Noiseless! Always ready! Prints all cuts, mounted or unmounted, single types or complete forms, in galleys or just standing.

Four practical sizes, at prices beyond comparison with any proof press obtainable:

NOUNE.	-	Terr	etax y	Pro	OR P	4	-	 -	-	and/a
9"	×	12	For	rm S	lize.			 .3	18.	50
11"	×	16	' For	ren S	lize.			 6	22.	50
			For					 4	27.	50
200	_	20	# TD		92				30.	00

Inking Outfit \$3.00 Extra—All prices F. O. B. Chicago.

Chicago.

This low priced, efficient, portable press was originally designed, less than six months ago, at the suggestion of an advertising man who felt the need for a small, inexpensive press that would make good proofs. Already hundreds of advertising men and agencies have obtained Fremont presses. They exactly fit a long felt need, will often pay for themselves in a few days, are sold on an unconditional money back guarantee.

Send check or order C. O. D. (no open accounts at these prices), and return press within ten days for full refund plus expressage if not as represented or expected. Less than 3% of the hundreds of presses art out on this basis have failed to stick. Samples of work done on this press gladly mailed on request.

The Fremont Company 334 N. May Street, Chicago

Vriter. alesman

Our client wants a man able to write order-producing letters and to prepare circulars, etc., to go with them.

Location-St. Louis. Line-Steel products.

Mailing list, 30,000-reached monthly.

What is wanted is not only a forceful writer, but one who understands economical production of printed matter and who has merchandising sense.

Salary \$5,000-\$6,000 with opportunity for growth.

Please state age, past and present salaries, and give full details of experience-by letter only. Personal interview, if desirable, arranged later.

Charles Austin Bates, Inc. 67 West 44th Street, New York



Most advertising campaigns need a book. Let us outline our idea of a good book for you, by color process or Intaglio offset to please readers.

FELEPHONE: BRYANT 7191-3 HARFORD & HUDSON COMPANY INCORPORATED **NEW YORK** 460 WEST 14th STREET

Like any other person, he subconand almost infallibly caught the ordinary, connoted-as well as denoted-meanings of words. As a human being he knows that boys will be boys, even though he might not be able to explain why the phrase contains a strength of statement which has made it live for years, and which will continue to make it live long after the rest of us are dead and gone.

One might cite and analyze example after example of the zeroistic phrases quoted by Mr. Green, such as Lady Macbeth's "What's done is done"; Don Quixote's "A woman's honor is her good name"; "Right is right"; "We are afraid of what we are afraid of"; "A book's a book", and the like. But analyze them yourself. If

you can find no subtle yet unmistakable statement of experience in these phrases, if you cannot see in them a strength which cannot be had by limitation or elaboration, then you are an executive committeeman.

Stuart Campbell Heads New York Art Directors

Stuart Campbell, art director of Ray D. Lillibridge, Inc., New York adver-tising agency, has been elected presi-dent of the Art Directors Club of New York, succeeding Vaughn Flannery. Other officers elected were Edward

Molyneux, art director of the Newell-Emmett Company, Inc., and William Oberhardt, artist, first and second vice-presidents, respectively; Byron J. Musser, president of Byron Musser, Inc., secretary and Ralph Deininger, artist, treasurer.

treasurer.

Dennison Budd, art director of the Frank Presbrey Company; Burt C. Thayer, photographer artist; Fred Suhr, consulting art director, and Peirce Johnson, art director of The Ralph H. Jones Company, were elected members of the executive committee.

L. C. Pedlar Heads Phono-Kinema, Inc.

Louis C. Pedlar has resigned as president of Pedlar & Ryan, Inc., New York advertising agency, to become president of the newly organized Phono-Kinema, Inc., of that city. This company manufactures synchronized and non-synchronized equipment for talking motion pictures. Thomas L. L. Ryan, treasurer of the Pedlar & Ryan agency, has succeeded Mr. Pedlar as president.

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Magazine Appropriations

150 of the largest magazine advertisers spent \$95,978,975 in ninety-eight magazines during 1928.*

99.44% of this total or \$95,442,309 was bought by advertisers subscribing to *Printers' Ink Weekly*

\$93,597,949 or 97.52% of the amount was expended by advertisers subscribing to *Printers' Ink Monthly*

A circulation analysis giving the individual names and executive titles of the readers in these organizations will be shown on request to those interested.

Printers' Ink Publications 185 Madison Avenue New York, N. Y.

*Figures compiled by the Denny Publishing Co.

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RINTERS' NK

A YOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING Co., INC.
Publishers. OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500, President and Secretary, J. I. Romer. Vice-President, R. W. J.AWERNCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, GOVE COMPTON, Manager. Atlanta Office: 87 W. GEO. M. KOHN, Manager. 87 Walton Street, St. Louis Office: 915 (A.D. McKinney, Manager. 915 Olive Street,

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00. Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor ROBERT W. PALMER, Managing Editor ROY DICKINSON, Associate Editor BERNARD A. GRIMES, News Editor

C. B. Larrabee E. B. Weiss Arthur H. Little Thomas F. Walsh H. W. Marks

ee Roland Cole
Andrew M. Howe
ittle Eldridge Peterson
Valsh Don Masson Rexford Daniels A. H. Deute, Special Contributor

Chicago: G. A. Nichols Frederic Read London: Thomas Russell

New York, May 30, 1929

In the discussion which has been Ten-Month going on about the five-day week, an equally interesting phenomenon has been almost entirely overlooked. We refer to the ten-

month year.

The number of manufacturers who tell their advertising agents that they intend to cut in half or discontinue entirely their advertising during July and August seems to have increased in 1928. A study of the advertising in a list of ninety-two leading publications, for the two summer months of July and August, shows a reversal in a trend which seemed well on its way to a more logical sales and advertising philosophy. The percentages given here indicate the comparison with the average for other months during the year:

Year	Percentage July and Au																		
1925																			72
1926																			76
1927																			79
1928											4								78

A very appreciable gain was being shown in the amount spent during the two midsummer months as compared with other months during the year, until last year when a decrease of 1 per cent was shown. Not a very serious drop, it is true, but still a step in the wrong direction. It is to be hoped that no summer madness will seize upon manufacturers this year, to cause them to cut down on advertising in the two most important summer months. For there is a certain amount of madness in the policy of relaxing advertising effort just when effort is needed most.

Every sales manager and president wants his men to work hard during the summer. But when a company cuts down its promotion effort, it is a tacit admission to every salesman that the company doesn't intend to help him sell during the dog days.

A cancellation of promotion and advertising or a decided cut in the summer appropriation tells the men to "take it easy."

The order to cut down on promotion effort is formal notice in advance that a period of undisturbed and restful calm is confidently expected by the manage-ment. There would be less of it if the president thought of him-

cutting down actually implies. We see him, then, standing in the center of the office with all the salesmen gathered around him in amazement as he tells them:

self as saying publicly what his

"Boys, don't work too hard this We are not going to do summer. as much as we do in other months to make your selling easier, so don't you exert yourselves. out on the links. Don't bother about writing letters or making selling plans-take a walk in the woods or go to the seashore. Re-Let down. Don't hurry. Make fewer calls. Take enough practice to get rid of your slice. People dop't buy much in the sum1929

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mer, so let's all go into a nice

summer slump."

Before he dictates that note about his summer advertising, let every executive imagine himself saying these things aloud in the office and perhaps he will write a different sort of a note. Perhaps he will consider the fact that other concerns have hit the summer slump right between the eyes by working out new uses, new selling plans, a bonus and more advertising. Remarkable results have been secured by men who analyzed the summer market and went after it hard, who refused to believe in a ten-month year and that all customers spend two full months in a hammock far removed from stores, lolling under the trees without food or raiment. Every time real results in taking the slump out of summer sales have been attained, advertising has played a very important part in the plans. And the summer of 1929 is not a good summer for the man who thinks he can cancel advertising and travel on momentum. Momentum has always been the process before a full stop.

Business has been good. will be business next fall for the man who goes after it hard and keeps after it all during the dis-

agreeable dog days.

But the man who thinks natural demand is all that is needed, who allows his competitors to do the advertising and the intensive sales work during the summer while he does the resting, is going to wish in the fall that he had kept his advertising and his men on the job in July and August.

It will be a long, long time before the ten-month year is a safe one for sales and advertising.

Few men would think of shutting up shop for the two summer months, much as they enjoy golf and fishing.

Nor would they drop a large proportion of their best men during the months when it is admittedly hardest to get a good selling job done.

It is just as important to keep advertising on the job during the months when it is needed most.

After the Merger, What-P

In this era of consolidations, do the stockholders concerned in the

marriages of interests always real-We wonder ize what lies ahead? if on every occasion there is reason for the shareholders to jump up and down for joy and shout: "All clap hands. Here comes an-

other merger!"

We view the matter here from the standpoint of the lowly partowner of the business, who, logi-cally enough, looks to his investment for a return-and, so far as he is concerned, the more immediate and more copious the return, the better. We view it, also, from the standpoint of the merchandiser, who, confronted with the merged situation, is likely to wonder how, and with what resources, he is to be called upon to interpret that situation to the world and sell the merger's products to the public.

We are moved to this speculation by two paragraphs in the annual report issued May 20 by President Sosthenes Behn to the stockholders of the International Telephone and Telegraph Corporation, a world-around linkage of associated interests that provide communication by telephone, tele-

graph, cable and radio.

The first of these two pertinent paragraphs-pertinent, at least, to our consideration here-reads thus:

"The association of the several enterprises now forming part of the International System, in addition to the technical, managerial and financial advantages, should result in appreciable economies and general efficiency throughout the system. In the initial periods of these associations, however, economies are not immediately realized, due in part to duplications which must of necessity be gradually eliminated. It is also well to bear in mind that, particularly during the initial development period of the International System and even in its successive periods of development, large investments are made and will be carried without immediate return of income on such investments or with inadequate return on investments in

companies which are undergoing reorganization and expansion."

The italics are ours. In a spirit of frankness that seems unusual, the report tells the stockholder what he may expect. We wonder if, in every instance of merging, the management, in presenting the project to the stockholder before the merger, is equally frank.

The other interesting paragraph in President Behn's report is this: "The efficiency and capacity of the cables, wires and wireless equipment now in service may be increased somewhat; but the new types of cables, carrier current for wire service and short-wave wireless equipment will have so much greater traffic capacity that new commercial practices and services must be adopted to absorb these capacities. It cannot be denied that the engineering development of communication facilities in respect to cables, wires and wireless has outdistanced the adoption of more advanced commercial practices in the use of such services. Commercial development studies are being emphasized and it is confidently expected that within a reasonable time greater facilities and more varied types of service will generally be available and that, in consequence, the volume of traffic handled by our communication services will be very much greater.'

Thus is presented a broad-gauge problem in merchandising; and it is a problem that can be solved, not by cutting corners, not by aiming at economies, not by making a fetish of efficiency, not even by the application of that expedient that is the watchword and the slogan and the modus operandiand modus vivendi of many a merger—"scientific, centralized control."

Here is an undertaking that, to put the matter bluntly, takes money—much money.

Mindful of his shareholders, whose servant he is, the company president is wise who, upon being asked to further the marriage of his stockholders' enterprise to another, ponders upon what is to follow the ceremony.

Make This Ideal Go to Work

The formation of the Advertising Federation of America at the

recent convention of the International Advertising Association at
Chicago is likely to obscure somewhat an action which has the possibility of being the most significant step of the advertising clubs
and associated organizations since
the establishment of the National
Vigilance Committee. We refer,
of course, to the code of business
ethics adopted by the association
and described fully in PRINTERS'
INK, May 23, 1929.

If this code of practices is car-

If this code of practices is carried to its logical conclusion, it will be a powerful agency in eradicating the ills of super-advertising. The code is thoroughly comprehensive, covering as it does not only downright falsehood in advertising but, more than that, such practices as exaggeration, competitive copy, misleading statements and other evils that have threatened the credibility of advertising.

Many of our readers may overlook Section IV of the code:

To disseminate the truth about advertising so that there will be a better understanding of its function and application and an increasing acceptance of its value.

There is little question that the public's faith in advertising is being shaken and that merely eliminating those practices which are losing the public confidence is not enough.

It will be well to point out at this time that the adoption of a code of conduct does not necessarily mean its enforcement.

We believe that the Advertising Federation of America has the power and the will to make its code of ethics a working idea. We hope, therefore, that it will not use the code as something to be displayed religiously at each convention and forgotten between whiles. Super-advertising is a healthy organism and cannot be eliminated by a printed code alone. It can be eliminated by a code which expresses an ideal that is willing to go to work.

The task of the A. F. A., as we see it, is to put that ideal to work.

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Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel
40 EAST 34TH STREET
New York

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SUPERLATIVE SERVICE TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.
Western Electric Co.
Snider Packing Corporation
Loose-Wiles Biscuit Co.
Graybar Electric Company
Association of American Soap
and Glycerine Producers

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Ruth E. Clair Heads Philadelphia Women's Club

Ruth E. Clair, of Howard J. Web-ster, consulting engineer, has been elected president



Ruth E. Clair

gineer, has been elected president of the Philadelphia Club of Advertising Women, succeeding Florence M. Dart, who has directed the club's administration for administration for the last two years. Other officers elected are:

Vice-president, Edith B. Ells-worth, Williams & Cunnyngham, Inc.; treasurer, Nan M. Collins, Integrity Trust Company; recording secretary, Mary J. Denton, Dunlap Printing

sponding secretary, Franciska Firsching, Jones & Firsching. Directors elected include: Clare V. Fey, Ethel Jefferson, Martha P. Minter and Miss Dart.

St. Louis Club Elects Governors

The following eight members have been elected by the Advertising Club of St. Louis to serve on its board of governors for two years: Vincent Carroll, Southwestern Bell Telephone Company; E. H. McReynolds, Missouri Pacific Railroad; Ed Nix, Gardner Advertising Company; Wallace Bassford, Bassford Studios; J. Carr Gamble, St. Louis Globe-Democrat; James A. Carroll. Winchester-Simmons Company; George Bounds, B. Nugent & Brother Dry Goods Company and Percy M. Gash, Yost Advertising Company.

Speaks on Interstate Marketing

Don Kenneth Jones, Chicago lawyer, spoke before the Engineering Advertisers' Association, of that city, on the legal aspects of interstate marketing. He outlined Government legislation for the regulation of competition, told what constitutes unfair methods of competi-tion, and pointed out the responsibili-ties of manufacturers with regard to statements in advertisements might be construed as libelous.

Chicago Clubs Hold Annual Joint Meeting

The Advertising Council of the Chicago Association of Commerce and the Advertising Men's Post of the American Legion held their annual joint Memorial Day meeting early this week. Major General Frank Parker, commander-in-chief of the Sixth Corps Area, spoke on "Citizen and Soldier."

New Constitution for Sixth District

A new constitution was adopted by the Sixth District of the International Advertising Association at held in connection with the convention at Chicago recently. The principal new feature is the machinery principal new teature is the machinery of the central organization whereby twelve district committee chairmen will supervise and advise the respective committee heads of the clubs. Publication of a Sixth District bulletin at regular intervals is planned in order to facilitate this work. The increased activity of the organization will be financed by an assessment of each club at the rate of 50 cents per member annually. ber annually.

ber annually.

The head of the district is hereafter to be known as the district governor. Charles W. Hoefer, of the Aurora, Ill., Beacon-News, was elected to that position. Lieutenant governors are Alfred Leffman, of Loeb & Hene Company, Lafayette, Ind., and Mrs. Mary Derbyshire, retiring president of the Women's Advertising Club of Chicago. Leslie Barber, of the Aurora Beacon-News, was elected secretary, and Walter Distelhorst, of Louisville, Ky., is the new treasurer. is the new treasurer.

Herbert Herr Made President of Lancaster, Pa., Club

Herbert Herr, Ream's Book Store, was elected president of the Lancaster, Pa., Advertisers Club at its annual meeting. John Carter, Lancaster News-papers, was made first vice-president; Robert Waddell, Hamilton Watch Company, second vice-president, and Elmer Helm, Helm Candy Company, third vice-president. Walter Doner, Franklin Sales Agency, was elected secretary Sales Agency, was elected secretary and C. W. Dudley, Armstrong Cork Company, treasurer.

Heads Buffalo League of Advertising Women

Jeanette Eichel, of The Larkin Company, was elected president of the Buffalo League of Advertising Women at its recent annual meeting. Katherine Webb was made vice-president; Clara Petzing, secretary; Lucile Schoop, recording secretary, and Mildred McNamara, corresponding secretary. Marian Anderson, Ruth Sully and Miss Schoop were elected directors.

B. L. Woodbury, President, Worcester Club

Woodbury, adv advertising Leroy manager Telegram-Gazette, has been elected president of the Advertising Club of Worcester. He has served as first vice-president dent of the club for the last two years.

Louis C. West Heads Cleveland Bureau

Louis C. West, partner of Hayden, Miller & Company, Cleveland, has been elected president of the Cleveland Better Business Bureau. E. R. Fancher, governor of the Cleveland Federal Reserve Bank, has been elected vice-president and Corliss E. Sullivan, president of the Central National Bank, treasurer. Dale Brown for the seventh weer has been named manager.

president and Cornas Rational Bank, treasurer. Dale Brown for the seventh year has been named manager. Henry C. Osborn, president of the American Multigraph Company, while retiring as president of the Bureau, retains a place on the new board of directors. He has served as president for the last three and a half years. Other members of the board are: N. L. Dauby, vice-president, The May. Company; Manning Fisher, president, The Fisher Brothers Company; Charles W. Mears, advertising counsellor; John G. Meilink, business manager, Cleveland Press; Maynard H. Murch Company; Frank M. Strock, Van Aken & Strock; Herbert Strong, treasurer, Strong, Carlisle & Hammond Company, and S. A. Weissenburger, merchandise manager, Halle Brothers Company, Mr. Brown, in his report, estimated that the Rureau saved people of Clevelatt the Rureau saved people of Clevelatter.

manager, Halle Brothers Company.
Mr. Brown, in his report, estimated that the Bureau saved people of Cleveland more than a million dollars last

Karl C. Wolfe Heads Indianapolis Club

Karl C. Wolfe of the Sentinel Printing Company, was elected president of the Advertising Club of Indianapolis at the annual election held May 23. He succeeds Albert O. Evans of the Indianapolis Commercial, who becomes a member of the new board of directors. Other officers elected were: Roscoe C. Clark, Eli Lilly & Company, vice-president; Arthur S. Overbay, Typographic Service, treasurer, and Briant Sando, of Sando Advertising Company, Frank B. Flanner, Flanner & Buchanan, Julian Wetzel, The Keystone Press and Horace E. Ryan, L. S. Ayres & Company, directors. The new officers will be installed July 11. Karl C. Wolfe of the Sentinel Print-

pany, directors. The installed July 11.

J. L. Brooks Heads Hartford Club

The following officers were elected at the annual meeting of the Advertising Club of Hartford, Conn., held recently: President, John L. Brooks; first vice-president, C. W. King; second vice-president, John H. Jamison; secretary, A. G. Dugan, Jr.; historian, Robert F. Belden; executive secretary, Miss M. Pfund, and treasurer, J. Herbert Finlay. F. S. Montgomery, William Buckley, A. W. Spaulding, F. C. Tindale, H. N. Porter and H. Sherwood were elected to the board of directors.

Frank S. Montgomery, the retiring president, was presented with a set of golf clubs.

golf clubs.

D. J. Moore Heads New England Export Club

gland Export Club

New officers elected at the recent
annual conference of the New England
Export Club of the Boston Chamber of
Commerce are: President, Donald J.
Moore; first vice-president, Charles J.
Mooney, export manager, footwear department, Firestone Tire & Rubber
Company, and second vice-president, Albert J. Silber, sales manager, the George
Frost Company,
Vice-presidents, representing the six
New England States, were re-elected as
follows: Maine, H. R. Whitehead, agent,
Pepperell Manufacturing Company;
New Hampshire, A. B. Knight, Jr.,
Pike Manufacturing Company;
New Hampshire, A. B. Knight, Jr.,
Pike Manufacturing Company;
Rwed Hampshire, McCann, export manager, Indian Motocycle Company;
Rhode Island, Henry Buker, vice-president, Brown & Sharp Manufacturing
Company, and Connecticut, John H.
Chaplin, vice-president, The Root Company.

Chicago Sales Managers Guests of Milwaukee Club

One hundred members of the Chicago Sales Managers Association went to Milwaukee last week, most of them by airplane, as guests of the Milwauke Sales Managers Association. Following a tour of the city they attended a joint

banquet of the two associations.

Dr. Rudolf Krohne, minister of trans-Dr. Rudolf Krohne, minister of transportation of the German cabinet, who is in this country to extend an official invitation to delegates to the International Advertising Association at Berlin, spoke on, "Pertinent Facts About Business in Europe." C. C. Younggreen, president of the International Advertising Association, talked on the relations between the sales manager and the advertising agency.

W. E. Kraft Heads Seattle Club

Warren E. Kraft, of the Honig-Cooper Company, Inc., has been elected presi-dent of the Advertising Club of Scattle. Willis Brindley, Pliny Allen and Lila Arnold were elected vice-presidents.

Received More Help Than They Anticipated

THE PARAFFINE COMPANIES, INC. SAN FRANCISCO, MAY 25, 1929

Editor of PRINTERS' INK:

Thank you for your letter of May 15
and the clippings of articles that have
appeared in your publication in the past
covering the subject of charging dealers
for display and promotional advertising
material, in which we are interested.

You have gone a great deal further
in being of assistance to us than we
anticipated and you may be sure that
we are very appreciative of this co-operation. Thank you very much!

A. B. MULLER,
Advertising Manager. Editor of PRINTERS' INK:

Advertising Manager.



You can't paint a house with applesauce.

Neither will applesauce serve as the foundation of a lasting business structure.

The Sherwin-Williams Company developed a strong dislike for applesauce way back in its swaddling days. Its favorite recipe reads something like this: A quality paint, a square deal sales policy, upto-the-second merchandising, and liberal and consistent advertising.

Time and again S.W.P. executives have told readers of *Printers' Ink* how these in-

gredients are mixed. In fact, more than 20* extended editorial references to Sherwin-Williams have appeared in the *Printers' Ink* Publications during the last ten years. These articles were based after consulting executives bearing the following titles:

President

Vice-President and Managing Director of Sales

Director of Sales Development Advertising Manager

Manager, General Sales Promotion.

Occasionally, a small manufacturer will object: "But what can I learn from the

A list of these articles may be had on request. The list furnishes the titles of the articles and the dates of issues and page numbers on which they will be found.

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"Brief Visits With Famous Merchandisers"

merchandising methods of such a tremendous organization as Sherwin-Williams? Their problems are not mine and, in any event, the solutions they work out are on too grand a scale for me to adopt."

Not so. The following list of

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titles—representing some of the Sherwin-Williams problems discussed in *Printers'* Ink and *Printers'* Ink Monthly —is proof positive that our biggest corporations have problems that crop up in businesses of all kinds and sizes:

A Two Weeks' Course for New Salesmen
What to Put in the Salesman's Sample Case
How and When to Use the Loose-Leaf Catalog
How Sherwin-Williams Reduces Dealer Mortality
Making It Easy for Retailers to Send Fill-In Orders
Helping Dealers Sell the Proper Item for Each Purpose
Winning Dealer Support for National Campaign
How to Present Educational Data to Clerks
Organizing Salesmen to Manage Themselves
Showing Dealers How to Speed Turnover
How and When to Use Business Cards
When Should Price Be Advertised?

As for adopting their solutions—if that cannot be done, it is usually possible to adapt them. Furthermore, the Sherwin-Williams* executives who read Printers' Ink and Printers' Ink Monthly do so be-

cause they are as interested in the merchandising plans developed by small manufacturers, as well as those developed by the larger organizations. That rule would seem to work equally well both ways.

Printers' Ink Publications

The Little Schoolmaster's Classroom

THE Schoolmaster believes a good omen can be seen in the increasing determination of manufacturers to ward off solicitations for advertisements in unrecognized mediums. The Class will be interested in knowing how one established manufacturer treats

such requests.

"We have numerous requests from jobbers," Frank I. Clark, sales manager of Iver Johnson's Arms & Cycle Works, tells the Schoolmaster, "that we stand our share of the expense by advertising and cataloging our line. They write us generally about the high expense and wide distribution the catalogs would have among retail hardware stores and other outlets.

"Our attitude in handling requests like this is that a jobber's catalog expense is properly chargeable to items that go into conducting the jobbing business, and hence is chargeable to a jobber's overhead. We write a nice letter to this effect. We stress the fact that a jobber's salesman with a big catalog and hundreds of items to sell cannot necessarily put any of his time into recommending Iver

Johnson products.

"We mention also that the business the jobber's salesman would expect from the retailer in thumbing hundreds of pages of the catalog must arise from the retailer's own request for our goods. We explain to the jobber that to bring about this demand we spend thousands of dollars every year in advertising our products and the jobber gets the benefit. The dealer specifies our goods when the traveling man calls. Then we always end our letter by presupposing that the writer of the jobber's letter will realize our own position is fair and that if our argument is not fair in their judgment, we will be glad to have his reaction.

May other members of the Class find logic in this reasoning.

From observations which he has

made during visits to advertising clubs, C. L. Funnell, of The H. K. McCann Company, makes this contribution to the Class. In some of these clubs it is the practice to get twelve or fourteen men interested in a given subject to meet in round-table discussion. One after another each man is given the floor. What he has to say and how he says it, form the text of the meeting.

A similar procedure, in the opinion of Mr. Funnell, may profitably be adapted by the copy writer who is engaged in the preparation of a series of advertisements. The approach, he recognizes, is not new, but because it is so effective he suggests that it be brought up as

a Classroom topic.

Suppose that there are ten advertisements to be written about an electric dishwasher. Faced with this task, the copy writer would first write down all the features of the product. From these he would pick and list the ten most important. There would be, for example, the following features:

Cleans glass and silver without smudging.

Does not break china or glass.

Drains into the plumbing system.

Saves time.

Keeps hands out of dishwater, etc.

In succession, each feature would be made the caption of an advertisement in the series. At the same time the copy of each advertisement would carry reference to all the other features. Mention of each feature would be limited to one paragraph. With the groundwork for his campaign laid, the copy writer, as the series progresses, chooses his caption, writes the lead-in and repeats the paragraphs with suitable continuity.

A little cloud—like a man's hand. Walking to his office on Monday of this week, the Schoolmaster passed ninety-three men. Seventy of them wore felt hats, derbies or caps; thirteen were adorned with

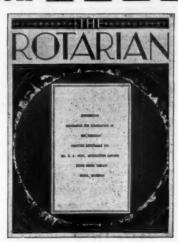
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An Intensely Interesting Presentation

Worked Out Specifically For You





WITHOUT implying any obligation on your part—and with profit to you, we believe—we shall be glad to work out for you a presentation that will show specifically what returns you have a right to expect from The Rotarian market for your products or services. Not based on theory or guesswork or supposition, but the result of intensive investigation and research that has yielded indisputable facts and figures. Such a presentation, perhaps, will enable you to discover among Rotarians an exceedingly rich market, more easily reached than you had ever deemed possible. May we prepare the information for you?

ROTĂRIAN

213 W. Wacker Drive, Chicago

The Magazine of Service

WELLS W. CONSTANTINE 7 West Sixteenth Street New York, N. Y. J. K. EVANS & ASSOCIATES Western Pacific Building Los Angeles, Calif.

Don't overlook the fact that it is now possible to present your message in color, through The Rotarian, at surprisingly small extra cost—two colors on inside pages and four-color process covers or inserts.

Wanted — Catalog Man

We are looking for a man experienced in the preparation of trade and technical catalogs, who can start with us on a job of rebuilding the several catalogs that we now publish.

In revising our catalogs we have in mind making them more complete as buyers reference books and consequently of greater sales help to us.

The man for this job must be able to prepare rough layouts, write copy and compile reference data with the assistance of our sales and engineering departments.

When writing, submit samples of work done and give complete outline of experience, age and salary required. All applications will be considered strictly confidential.

Ours is an old-established company—a leader in its field, located in a town of 7,000 population in the Finger Lakes District of Central New York State.

Address "T," Box 78, Printers' Ink

Agency Executive Will Consider Change

Principal of 4A agency would be interested in becoming a principal of another recognized agency (preferably Chicago) needing an experienced executive for present accounts and to develop new ones.

Would also consider executive position with large or growing manufacturer.

Experience includes every branch of agency service with a large variety of accounts.

Reference—any client or present associates. Reason for considering change will be given.

Address
"W," Box 221, Printers' Ink

new straws. The remaining ten—a full 10 per cent of the entire procession—wore no hats at all. These were all young men and older boys—where the sale of hats must come from as the 90 per cent drop out of the parade. Is it a fad, or is it a reversion that is superinduced by common sense? In either case, the little cloud on the horizon must be the cause of uneasiness among the hat men.

Brooding over a summary of matters discussed at the twenty-fifth convention of the International Advertising Association, the Schoolmaster wonders if human nature, as does business, revolves in cycles.

The convention covered much ground; and especially did it range in a big way in its departmental meetings.

But nobody, so it seems, said a word about the retail salesman, and how he is the Neck of the Bottle.

The Schoolmaster recalls that not so long ago nearly everybody in business was concerned over the retail clerk. For he was a prob-

"I can sell our goods to the retailer," said the sales manager. "And I," said the advertising manager, "can create public demand." "But," the two of them added in chorus, "that's as far as we can go; for between the goods on the retailer's shelves and the consumers stands the retail clerk. And he can't sell."

In a retail clothing store in Kansas City, up on a balcony overlooking the main floor, the Schoolmaster sat with one of the store's proprietors.

"Salesmanship?" said this retailer. "Well, you see that baldheaded fellow down there in the clothing section? His name is Symonds—Bill Symonds. And he's far and away the best clothing salesman I ever saw.

"I remember the first time I ever laid eyes on him. I was standing down there by the elevators, talking with my partner; and this fellow Symonds walked

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Unusual Opportunity

for the owner of an

Advertising Agency

An unusual situation in one of New York's best known middle-sized advertising agencies, creates an unusual opportunity for the owner of another New York agency now placing a few good accounts who would like to improve their service and broaden their field of operations by the merger route. Particulars on request.

Address "U," Box 79, Printers' Ink

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An Unusual Agency Opportunity

An Advertising Agency with offices in New York and two other cities, seeks a man with a few thousand dollars to become a partner. This man may assume the responsibilities of Treasurer, become an Account Executive, the Director of Production or Copy Chief. He will receive a substantial salary.

The Agency is 20 years old; is enjoying a profitable business and needs funds for expansion purposes. It is at present owned and managed by three middle-aged, experienced advertising men, Christians. Quick action is necessary. Replies strictly confidential.

Address "Q," Box 76, Printers' Ink. in. He said to us: 'Is either of you the boss? I want a job as salesman.'

"I began to question him—you know, about his experience and so on. And while I was talking to him, a customer came in, approached us and said that he wanted to look at cane suitcases.

"Without batting an eye, this Symonds handed me his hat and asked, 'Where are the suitcases?' Somewhat dazed, I told him, 'Basement.'

"Then, just as if he'd worked in our store all his life, Symonds turned to the customer and said, 'Yes, sir. Right this way!' and ushered him into the elevator.

"To my partner and me it seemed as if that elevator just dropped to the basement and bounced back up. And out of it stepped the customer, carrying a cane suitcase, and behind him Symonds, carrying money.

"A short time after we'd hired Symonds, I decided to hold some of the business that had been walking out of the door with the customers who came in 'just to look.' I said to the boys in the clothing section: 'Sell the doubtful customer the idea of laying a suit away. Then get a deposit. We'll make no rule about the amount of the deposit, but make it enough so the customer will not forget it.'

"A few days later, this fellow Symonds came up here on the balcony and said to me: 'I just laid away a suit for a customer who didn't have any money. But as his deposit, I got this.' And on my desk Symonds laid a staghandled jack-knife.

"Now the point is this: I used to think it was bosh to say that a salesman is born that way. But having knewn Symonds, I'm not so sure."

The Schoolmaster believes that we shall be hearing again about the Neck of the Bottle. One of these days, the manufacturers' sales promotion men will fare forth to teach salesmanship to retail clerks. And the Schoolmaster wonders how they will deal with men of the kind of Bill Symonds. Or is he the last surviving specimen of a genus now extinct?

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Get Report on Magazine Survey

RESULTS of a survey conducted on a breakdown of magazine circulation for cities and towns of more than 2,500 population were explained to a large audience of representatives of advertisers and advertising agencies which met at a luncheon meeting at New York last week. In a talk made by F. K. Anderson, director of marketing development of the International Magazine Company, which directed the survey, the purpose of the survey and how it was obtained were described.

The information breaks down the magazine circulation of fifteen national magazines into 640 major trading areas and affords an opportunity, Mr. Anderson said, to apply these figures in conjunction with the manufacturer's trade figures for trading areas. Where the buying habits of consumers ignore political boundaries, the data show the percentage of circulation which makes up the towns included in the buying area.

How Circulation Is Broken Down

For example, a typical table shows the major trading areas of a State. In each instance the circulation for each magazine is also reported for towns of 2,500 or more population in that trading area, although some of the towns might be located across the State line. Also there is reported the rural area total and the urban area total. Final totals for every classification record the combined circulation for the fifteen magazines.

It is the purpose of the survey, which, according to Mr. Anderson, has been compiled with the assistance of the magazines represented, to furnish magazine advertisers with information that will overcome the lack of understanding on the part of dealers which deprives advertisers of support in making their magazine advertising fully productive. The data which have been compiled have been published in book form.

Layout Man

One of the most desirable positions in the advertising agency field is available

To some man who has creative ability plus a marked sense of advertising layout and design. Must be able to turn out good roughs or finished layouts. The manner in which the layouts are executed is of prime importance.

Send proofs of work which will be returned together with your complete application giving details in full.

The advertiser is a large 4A Agency situated in New York.

Address "Y," Box 223 care of Printers' Ink

Large National Advertiser

doing great amount of dealer promotion work in the jewelry field, needs several men in publicity and promotion department. Must have knowledge of art, write good sound, convincing copy, be fertile with ideas for production, window display, etc. Preferably between the ages of 25 and 32.

Apply in your own handwriting, stating age, qualifications and salary expected. Address "G," Box 228, Printers' Ink.

WILL MERGE AGENCIES

Successful N. Y. agency, fully recognized and financed, placing \$400,000, will join agency merger.

"D," Box 227, Printers' Ink

Writing for Real Money

This book by Edward Mott Woolley gives his intimate experience as freelance advertising writer. Gives names and prices. Of special interest are his methods of securing business and way of handling assignments.

He tells of small jobs to fees of \$1000 and more, of things found useful in writing display advertising, booklets, house-organ copy, institutional articles. His favorite copy-the fictionized form-is

treated at length, with numerous examples. He frankly describes his problems in working with advertisers and agencies, and this frankness makes the book worth while. 144 pages. \$1.50 postpaid.

E. M. WOOLLEY ASSOCIATES Passaic, N. J.

Here's an Opportunity for a Good Advertising Man

A growing organization, ten years old and the leader in its field, has an open-ing in its Advertising Department for a young man who's proved himself in the preparation of modern advertising. He ought to be a better-than-average

copy writer . . an originator of good-looking layouts . . and able to handle simple production details. The salary will be moderate at the be-

ginning . . but there's no limit to the opportunity here. If you think you might fit in, tell us about yourself. Give your age, experience, education and all other interesting details.

Address "Z." Box 224, Printers' Ink

ADVERTISING SALES MANAGER

National magazine in quality field with 60,000 paid circulation desires an experienced man with execuan experienced man with execu-tive and definite selling ability. Requirements—background of ac-quaintanceship with national advertisers and agencies and proven results in similar capacity. Write fully, as interviews will be based on information. Salary and bonus.

Address "A," Box 225, Printers' Ink

Sales, Advertising and Promotion Manager

with chemical and industrial engineering with chemical and industrial engineering training, and over ten years' interna-tional trade development experience, seeks permanent connection with highly ethical, responsible and progressive firm in New York or Westchester, Address "R," Box 77, Printers' Ink.

G. F. Booth Heads New England Newspapers

George F. Booth, publisher of the Worcester, Mass., Telegram-Gazette, was



G. F. Booth

elected president of the New Eng-land Daily News-paper Association at that organization's recent annual meeting.

Other officers Vice - president, Theodore Bodenwein, New Lon-don, Conn.; secretary, James M. Langley, Concord, N. H., and treasurer, Charles L. Fuller, Brock-Mass.

ton, Mass.
Elected to the board of gover-

G. F. Booth board of goverA. Muehling, Manchester, N. H.; William H. Reed, Taunton, Mass.; George
B. Utter, Westerly, R. I.; Howard C.
Rice, Brattleboro Vt.; Donald B. Millire, Fittsfield, Mass.; Julius Mathews,
Biddeford, Me.; Frank E. Howe, Bennington Vt., and Henry H. Conland,
Hartford, Conn.

nington Vt., and Hartford, Conn. Frank E. Phillips Worcester, Mass. Frank E. Phillips Worcester, Mass. association.

Directing W. & J. Sloane Accounts

The advertising of the wholesale division of W. & J. Sloane, New York, which is being directed by Anderson, Davis & Hyde, advertising agency of that city, is separate from that of the retail division. The Frank Presbrey Company will continue to direct the retail magazine and interior decoration advertising of W. & J. Sloane.

V. A. Kelly with Huttig Sash & Door

Virgil A. Kelly has been appointed advertising manager of the Huttig Sash & Door Company, St. Louis, manufac-turer of interior wood-work, lawn chairs and aeroplane wings.

Production Man or **Executive Assistant**

10 years' experience selling and manufacturing Bank and Commercial stationery, lithographing, printing, binding. Can sketch visuals, plan layouts and write

Now serving as corporate of-ficial. Desire permanent connec-tion with reputable concern. Age 35, married, college graduate.

"C," Box 78, Printers' Ink

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Col. Miller Heads Chicago **Typographers**

Col. E. T. Miller, who recently resigned as executive secretary of the United Typothetae of America, was elected president of the Society of Typographic Arts, Chicago, at the organization's annual business meeting last week. Edwin B. Gillespie, of Bertach & Cooper, is the new vice-president, and R. Hunter Middleton, of the Ludlow Typograph Company, was re-elected secretary. Charles H. Nixon, of the Chicago Paper Company, was elected treasurer. was elected treasurer.

New directors elected to serve three year terms are: A. C. McFarland, of the University of Chicago Press; J. L. Frazier, of Inland Printer, and Harry H. Farrell, Dunham-Lesan Company. Paul M. Ressinger, the retiring presi-dent, was chosen to fill an unexpired one-year term on the board.

To Advertise Electrically Wound Timepieces

An advertising campaign will be launched in the near future by the newly organized Hamilton-Sangamo Corporation, Springfield, Ill., and Lan-caster, Pa., on its electrically wound timepieces, products of a consolidation which brings the Sangamo Electric Corporation, Springfield, and the Hamilton Watch Company, Lancaster, together in the manufacture of these timepieces.

Robert C. Lanphier, head of the San-gamo company, will be president of the new concern; Robert E. Miller, general manager of the Illinois Watch Division of the Hamilton company; and Carl W. Dreppard will be vice-presidents, and R. C. Lanphier, Jr., secretary. The merger does not affect other products

of the two companies.

R. E. Runzheimer Joins Stevens, Harrison & Jordan

R. E. Runzheimer, who for the last five years has been director of salesmanship instruction at La Salle Extension University, Chicago, has joined Stevens, Harrison & Jordan, Chicago management engineers, as director of sales engineering.

Combine as Clutch, Macauley & Company

Consolidation of the Robert M. Clutch Advertising Agency and the H. S. Macauley Advertising Agency, both of Philadelphia, will take effect June 1. The combined organization will be be The combined organization will be known as Clutch, Macauley & Company.

WINDOW SELLING

Public utility with headquarters in New York City, wants seasoned man to create selling ideas, write copy and tell many branch offices how to use the material. Must prove that he can also dress windows, that he knows art, lithography and oil paint work. Good chance for a man who can build much out of little at the start. State age, salary and send samples of copy.

Address "V," Box 220, Printers' Ink

AVAILABLE

Thoroughly experienced accountant, auditor, organizer and sys-tematizer. Two years as auditor tematizer. Two years as auditor of advertising agency. Fourteen years of other accounting ex-perience. Desires to connect with an advertising agency as

AUDITOR Chief Accountant TREASURER

Man of character, stability, un-questionable loyalty, reliable and responsible. Successful executive. Printers' Ink "B," Box 74

RATHER A FEW JOBS VERY WELL DONE, THAN MANY IOBS NOT SO WELL DONE



August Becker Corporation Purveyors of Printing to **Advertising Agencies** 300 Graham Ave. Brooklyn

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Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Advertising Agency—with full recognition, has attractive offer to make solicitor who can obtain accounts. Box 785, P. I.

Direct Mail Advertising created, planned and written. Booklets—broadsides—folders. Inquiry involves no obligation. Phone Ashland 4251, New Process Advertising Inc., New York Life Bldg., N. Y. C.

OPPORTUNITY FOR PUBLICATION seeking a home. Printing plant, complete facilities, just outside of New York, has room for weekly magazine. Telephone Pen 3754 or Floral Park 1760.

I WANT TO BUY

Addressographs, multigraphs, mimeographs, typewriters, adding machines, comptometers, Kardex cabinets, office furniture. Schroeder, 799 Broadway, New York. Phone: Stuyvesant 9423.

OFFICE FOR RENT

Publisher, Advertising Agency, Newspaper Representative, can obtain superior office space with Receptionist, telephone and stenographic service, small or large space, services optional.

space, services optional.

C. E. Jones, Inc.

1632 Graybar Building

New York City.

HELP WANTED

SALESMEN: Exceptional Opportunity for highly profitable connection. Highest type proposition. Every progressive employer a live prospect. Marion-Kelly Co., Des Moines, Ia.

EASTERN REPRESENTATIVE

Big proposition now open for experienced magazine representative able to finance himself for six months; must devote his entire time to development of color pages in high-grade National medium with nearly two million A. B. C. circulation; references required. Box 774, P. I.

OPPORTUNITY for successful printing or advertising salesmen to develop own territory, selling advertising specialty to hotels, resorts and communities. Straight commission. Write for interview, giving experience, age and territorial preference. AUTOMOBILE BLUE BOOKS, INC. 3815 Armitage Ave., Chicago, Ill.

Wanted.—Young man for advertising and sales promotion with experience in mechanical field preferred. An opportunity for young man with initiative, common sense and intelligence. Box 770, P. I.

CONTACT MAN AND ADVERTISING SALESMAN WANTED for growing agency with National accounts. Must be thoroughly experienced and be able to develop new accounts; also follow up leads. Box 777, Printers' Ink.

REMARKABLE OPPORTUNITY—for thoroughly experienced Classified Advertising Executive to obtain permanent worthwhile position as Manager of Department on one of East's livest newspapers where Classified only has been neglected. Hard work will produce results and a real position for industrious executive. Box 790, Printers' Ink.

ASSISTANT TO PRESIDENT \$15,000 MANUFACTURING AND LEGAL

Asst. to Prest, \$7500 Dept. Store; Sales Mgr. \$10,000 Furn.; Adv. Mgr. \$5,000 Mfg.; Wks. Mgr. \$15,000 Steel; Mdse. Mgr. \$10,000 Chain Store, Write details confidential.

BUSINESS MEN'S CLEARING HOUSE 209 So. State Street, Chicago, Illinois

ART DEPARTMENT MANAGER
A progressive lithograph and color printing house specializing in advertising material of all kinds has an opening for an idea man and visualizer. He must know the creation of window display advertising, have ideas of his own and be able to contribute thoughts and further the suggestions presented to him. Box 773, P. I.

CIRCULATION MANAGER—Old-established New York business publication has good opening for capable young man with actual trade journal circulation experience; must be able to prepare effective direct-mail promotion literature for new and renewal subscriptions; handle correspondence and all circulation details; state qualifications, age and starting salary. Box 778, Printers' Ink.

WANTED—Merchandising writer and editor, with practical retail merchandising and advertising experience, and knowledge of radio or electrical trade. Unusual opportunity and adequate salary with strong publishing organization for man of ability and personality. Write fully, giving record of experience and stating salary expected. O. H. Caldwell, Radio Retailing, Tenth Avenue at Thirty-sixth Street, New York City.

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Post Graduate School of Journalism for Women

Positions guaranteed, salary range \$50 to \$100 weekly. Registration must be made immediately. Training tuition \$100 in advance. Address:

Feature School of Journalism
45 North Main St. Wilkes-Barre, Penn.

MISCELLANEOUS

Agency Space at a sacrifice

Moving to larger quarters. Will sublet entire floor (1,000 square feet) in high-class, six-story building. 16 East 41st St., New York. Short or long lease. Only three other tenants. Partitions. covering. 300 square feet additional, if desired, on floor above. O. S. Tyson and Co., Fourth Floor.

POSITIONS WANTED

ADVERTISING EXPERT-Artist, advertisement writer for magazines, news-papers, etc. Direct-by-mail and catalogs. full or part time. Twenty years' experi-ence. Box 784, Printers' Ink.

Experienced, seasoned, versatile woman writer and reporter, leaving present position, desires editorial engagement with trade or consumer publication, or with advertising agency. Box 791, P. I.

Opportunity Wanted—Young man, college trained, desires position as contact man with agency. Excellent business experience in insurance, electric refrigeration and publishing. Hox 782, P. I.

Al Visuals and finished work. 12 years' studio and agency experience, seeks full time agency connection. Box 787, Printers' Ink.

RESEARCH—market analysis, advertising. Full or part time. Wide experience in analyzing markets, campaigns and industries. Experienced in agency procedure. Box 786, Printers' Ink.

YOUNG MAN-College graduate, 25 capable executive. Knows production and advertising detail. Prefers position as production manager or as assistant to advertising manager. Box 780, P. I.

TRADE-PAPER SALESMAN
Covering New York City and Eastern
territory for one paper wants additional
publication. Will pay own expenses;
small drawing account. Box 779, P. I.

ADVERTISING WOMAN (experienced) wishes position as account executive, preferably on an account where appeal of product sold is to the feminine customer. Box 775, Printers' Ink.

SALES PROMOTION SPECIALIST Fifteen years' advertising and selling experience qualifies me to create a new sales promotion department or revitalize an old one. Now employed. Salary, \$6,500. Box 783, Printers' Ink.

COPY WRITER with Fifth Avenue ex-COPY WRITER with Fitth Avenue experience in fashion and direct-mail promotion; knowledge of type, layouts and art work; ability to originate and execute ideas, editorial background; A.B. degree; desires New York position or free-lance assignment. Box 792, P. I.

COMMERCIAL ARTIST-Experienced ountercollar authors poster designing and air brush work; formerly with large newspaper, department store, engraving house and head of art department of large unit of theatres, wishes employment. Address him at P. O. Box 95, Blair Station, Pa.

MY COPY MAKES SALES TRY ME ON FREE LANCE

Have outstanding record of achievement for producing strong persuasive copy that makes sales. Publication advertising, mail order campaigns or plans. Have spare time for individual jobs. Box 788, Printers' Ink.

PITTSBURGH ADVERTISERS

PITTSBURGH ADVERTISERS
After June 1 there will be available in Pittsburgh a man with six years' experience in direct mail, mail order, plan, copy, layout, production, and editorial work. Best Pittsburgh references and salary reasonable for a good opportunity in Pittsburgh or vicinity. Present employer has seen this advertisement. Box 776, Printers' Ink.

EXPERIENCED MAN wants advertising or sales promotion manager's job in smaller city offering better living conditions for family. Thirty-one years old. University graduate. Seven years in selling and advertising. Agency experience and merchandizing to retail outlets. Thoroughly founded in advertising methods. Now advertising manager of large Chicago manufacturer. Practical experience plus ideas and ideals. Box 781, Printera' Ink.

PLAN, CONTACT AND STAR COPY MAN WANTS JOB

OOPY MAN WANTS 70B
Advertising, sales-promotion and mailorder man—until recently employed as
star copy man with a 4A advertising
agency—desires a connection of responsibility with advertising agency or manufacturer. Have a ten-year record of
achievement for producing business on a
profitable basis. Can develop practical
plans; create effective campaigns; originate striking illustrations and write refreshingly persuasive copy. American; freshingly persuasive copy. American; Christian; age 36; salary "open." Box 789, Printers' Ink.

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Control the Talk

When you show the way plainly, men keep on the right path.

Lighted pictures of the right kind make it easy for them to understand what you mean—and they act accordingly.

Fourteen years of experience has highly developed the skill of this organization in making lighted pictures for sales education and instruction.

Let us show you how successful companies are using a proven sales training method that costs remarkably little and is reinforced by national field service.

Every picture we have ever made has helped accomplish the buyer's purpose.

Jam Handy Picture Service

Jamison Handy, President

6227 Broadway, Chicago

Still and Motion Pictures—Animated Drawings—Screens—Slides New York, Graybar Bidg.—Detroit, General Motors Bidg.— Cleveland, Hanna Bidg.—Dayton, Reibold Bidg.—Regional Sales and Service at Principal Points Throughout the United States.

1½ BILLION DOLLARS

That's the annual retail expenditure of the 510,153 families, in the city of Chicago alone, who read the Chicago Tribune on week-days!

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

TOTAL Circulation April, 1929: 865,986 Net Paid